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# KABUL CITY INITIATIVE (KCI)

WORK PLAN, YEAR THREE

OCTOBER 1, 2012 – SEPTEMBER 30, 2013

August 22, 2012

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## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



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# ACRONYMS AND ABBREVIATIONS

AO	Assistance Objective
ASI	Adam Smith International
ARDMIS	ARD Management Information System
CAD	Computer Aided Design
CCN	Cooperating Country National
CLIN	Contract Line Item Number
CO	Contracting Officer
COA	Chart of Accounts
COP	Chief of Party
COR	Contracting Officer's Representative
DCOP	Deputy Chief of Party
FACTS	Foreign Assistance Coordination and Tracking System
FAF	Foreign Assistance Framework
FMIS	Financial Management Information System
FY	Fiscal Year
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
GPS	Global Positioning System
GW	GardaWorld
IAD	Internal Audit Department
ICDL	International Computer Driving License
ICT	Information Communication Technology
IEE	Initial Environmental Evaluation
IQC	Indefinite Quantity Contract
IR	Intermediate Result

KCI	Kabul City Initiative
KM	Kabul Municipality
M&E	Monitoring and Evaluation
MIS	Management Information System
MMCBIP	Municipal Management and Capacity Building Improvement Plan
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
NRC	National Research Center Inc.
O&M	Operation and Maintenance
PMP	Performance Monitoring Plan
PPP	Public Private Partnership
PSC	Private Security Company
QA/QC	Quality Assurance/Quality Control
RFTOP	Request for Task Order Proposal
RFA	Request for Approval
RIAP	Revenue Improvement Action Plan
SOP	Standard Operating Procedure
SOW	Scope of Work
STTA	Short-Term Technical Assistance
TBD	To Be Determined
TCN	Third Country National
UNDP	United Nations Development Programme
USACE	United States Army Corps of Engineers
USAID	United States Agency for International Development





# 1.0 INTRODUCTION

Kabul, with over a fifth of Afghanistan's population and an estimated half of its national economy (GDP) plays a crucial role in the development of governance and service delivery systems and in setting the stage for Afghanistan's future economic growth. The capital region is clearly the centerpiece in any calculus about the future of Afghanistan. Notably as a July 8, 2012 National Public Radio article warned, Kabul is "a city stretched beyond its limits." Mayor Yunus Nawandish and his deputy mayors exude a sense of urgency when discussing Afghanistan's future and the challenges facing Kabul Municipality. Kabul's skyrocketing population growth from around one and a half million to between five and six million in a little over a decade has far outpaced the growth of resources and the capacity of Kabul's municipal government. The Mayor estimates that up to 70 percent of the housing in Kabul is unplanned and illegally constructed, which adds significantly to the demand for essential services.

Most of the population growth reflects global urbanization patterns where rural populations seek greater economic opportunity in the capital city, and migration from conflict zones. The magnitude of the challenges facing Kabul's Mayor and his administration are further complicated by the ongoing efforts of anti – government elements to undermine the credibility and legitimacy of Afghanistan's government. Over the past year, KCI has faced implementation challenges in six of the 22 districts within the City where local actors have continued to exert inordinate control (acting as the governing authority) over resources and public administrative functions; these leaders are reluctant to relinquish control of authority, especially for collection of the safay'i tax, to Kabul Municipality.

In response to the urgency of the situation in Kabul, USAID launched the Kabul City Initiative (KCI), and contracted with Tetra Tech ARD to implement the program as of October 1, 2010. KCI's long-term objective is to significantly improve the sustainable capacity of the municipal government to deliver services to the public. Accordingly, the central components of KCI's strategy include not only human resources development, public service and capital improvement plans but also initiatives to improve Kabul Municipality's capacity to raise revenue and manage its finances. Equally as crucial are KCI's set of strategies to build the municipal government's capacity to communicate with the public and media to encourage public participation in service delivery and increase public support and trust in government. Human resources development is particularly challenging in Afghanistan as indicated by Afghanistan's 172nd ranking in the (United Nations Development Programme (UNDP) Human Development Index in 2011 – well below the average for South Asia. Afghanistan's long tradition of authoritarian regimes further complicates the task of introducing modern governance practices and of fostering democratic interaction between the public and the municipal government.

KCI was designed as a three year (base year plus two option years), \$119,313,695 program with half of the resources dedicated to infrastructure and public service delivery reforms. KCI achieved significant results in the first year of operation and USAID exercised its option for a second year, through September 30, 2012. However, faced with budget reductions in 2011, USAID verbally notified KCI in late June 2011 that its funding would be substantially reduced, and that the two year budget should not exceed \$32 million. KCI reduced its current and projected activities accordingly, and halted major infrastructure procurements in process. Decisions to adjust KCI's activities and expenditures were carefully calculated to ensure the provision of the maximum possible level of support for the Kabul Municipality and to avoid compromising KCI's ability to manage additional funding should it become available.

On September 30, 2011, KCI implemented a 46 % reduction in the local staff budget and a 40% reduction in long-term US/TCN employees and Tetra Tech ARD home office employees. This included the

elimination of the CLIN 1 and CLIN 3 Team Leader positions and the position of the Director of Contracts and Grants, along with a 66 % reduction in STTA.

Tetra Tech ARD received notification in July 2012 that USAID was exercising its option for a second one-year extension of the KCI contract. Currently it is anticipated that KCI funding for its three years of operation will range between \$45 million and \$60 million. During Year Three KCI anticipates a total three year budget of \$45 million, and will build on the significant accomplishments achieved in all areas of the work plans for the first two years. Strategically important activities will be added in high priority areas should the budget be raised to \$60 million.

During the third year, KCI will increase its emphasis on capacity building while continuing to work directly with the Mayor and municipal officials on conceptualizing, planning and implementing projects. In addition to specialized training for executives and other personnel working on major municipal functions, KCI will gradually hand over increasing responsibility to KM for projects initiated under KCI. Throughout this process, KCI will provide mentoring to ensure the sustainability of its capacity building efforts, public service improvements and revenue and financial management initiatives.

## **1.1 PROJECT PURPOSE**

Kabul City Initiative (KCI) is designed to provide municipal officials with the expertise, technology and revenue resources needed to manage a 21<sup>st</sup> century city. In particular, KCI (a Task Order under the Sustainable Urban Management II Indefinite Quantity Contract {Sum II IQC}) is charged with providing assistance to USAID in: (1) increasing the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) officials in the Kabul Municipality, (2) improving the equitable delivery of municipal services to citizens in Kabul, and (3) increasing the municipal capacity to generate and account for revenue.

It is anticipated that, as a result of the successful implementation of KCI, Kabul's citizens will receive notably improved services and effective access to their local government. This will help to induce Kabul's citizens to interact more effectively with government officials, perceive their government as legitimate and to actively support the development of democratic governance.

These results will contribute to the fulfillment of the United States Government Assistance Objective (AO) 1: Improved performance and accountability of governance; specifically, Intermediate Result (IR) 1.3: Strengthened governance and service delivery at national and sub-national levels, and its applicable sub-IRs:

- Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory.
- Sub-IR 1.3.4: Increased citizen awareness of reformed governance structures.

KCI's Afghan government counterpart is the Kabul Municipality led by the Mayor who serves at ministerial rank as a presidential appointee. KCI has embedded its project leadership and half of its staff with the Mayor and his deputies at the Kabul Municipality, in all of the operating departments and with outreach to each of the 22 districts. KCI staff work side by side with city officials on a daily basis to modernize the municipality's operations and upgrade its capacity to serve its citizens.

## **1.2 PROJECT ACCOMPLISHMENTS**

Kabul City Initiative (KCI) made impressive progress during its first two years in all three Contract Line Item Numbers (CLINs): Capacity Development; Infrastructure and Service Delivery; and, Revenue Collection and Financial Management. KCI achieved these successes despite the distinctive challenges presented by the high-risk security situation and the woefully underdeveloped capacity of Kabul's municipal government. KCI retained the project's focus on developing long-term sustainability within the

KM notwithstanding the reduction in scope from the original design of the project due to budget restrictions.

KCI has the honor of working closely with Kabul's Mayor Nawandish, a very dedicated and knowledgeable public leader whose partnership with KCI has been a crucial factor in project success; without this political will, KCI would have faced significant obstacles in achieving sustainability. The partnership with the Mayor and his very well qualified Deputy Mayors has been particularly important given the lack of professional and organizational skills of a vast majority of the municipal personnel at the start of the Kabul City Initiative. For example, only a few of the personnel were capable of using computers. The challenge of building the capacity of Kabul's government was further complicated by a pervasive attitude among its staff that significant changes in their operations were not essential – that all they needed were new high tech equipment and better offices. Fortunately, Mayor Nawandish and his Deputy Mayors are very dedicated to upgrading the intellectual, technical and management capacity of Kabul Municipality to serve its public and play a central role in building a better future for Afghanistan.

Another key factor in the success in all three CLINs is the carefully calculated coordination of activities and timetables within the CLINs to ensure they reinforce each other. For example, special media courses and mentoring efforts under CLIN 1 to develop the public outreach capacity of Kabul staff have focused on making the public aware of the city's sanitation department's efforts to provide better trash disposal and to elicit public support in keeping Kabul clean and green. This public awareness is built on CLIN 2's successful efforts to improve garbage collection through efforts such as improved routing and dumpster placement, safety training, and the provision of equipment. CLIN 1 campaigns have also provided substantial reinforcement to other high priority areas such as raising public awareness that they benefit from the payment of the safay'i tax since it enables the city to provide services they need. This campaign is built on the success of CLIN 3's accomplishments in raising revenue through improved collection and fiscal management.

The donor community in Afghanistan has implemented a series of projects during the past decade to assist Kabul's government and people in solving the serious challenges that plague Kabul. However, the donor community and the Kabul Municipality lacked an effective mechanism for strategic prioritization of assistance and for comprehensive coordination of millions of dollars of development projects in Kabul.

The Kabul Mayor and KCI established the biweekly Mayor's Donor Coordination Meeting at the beginning of 2011 to provide a forum within which to coordinate and tailor projects to meet Kabul's needs. This bi-weekly meeting brings together major donors such as the Japanese International Cooperation Agency (JICA), UN Habitat, United States Special Forces for Afghanistan (USFOR-A), the Turkish military, the U.S., French, Italian, and Russian embassies, the World Bank and others. This "one stop shop" provides an essential forum for the donors to review the status of their initiatives, raise any concerns and present their proposals for future development initiatives for Kabul. This serves to avoid duplication of projects, and enables donors to join forces when necessary to tackle some of Kabul's most serious needs. This effort has also contributed significantly to the development of the City's first five-year capital improvement plan.

To further develop the Kabul Municipality's capacity to track ongoing projects and to facilitate long term planning, KCI incorporated the information from the biweekly meetings and other sources to help the Mayor's staff map all the development projects in Kabul. These were uploaded to the municipality's website to provide the Mayor and other Kabul officials a readily accessible management tool.

KCI also instituted a comprehensive annual survey of Kabul's residents to help identify their service needs and to track KCI progress. The baseline survey of 2,200 households (100 in each district) was conducted in January 2011 by trained and supervised native Afghan interviewers who administered the approximately hour long survey door to door. The findings of this survey were used to concentrate

improvement efforts on the areas of greatest need as indicated by the opinions of Kabul residents themselves; this information was carefully evaluated by KCI, Kabul's Mayor and his senior leadership. The vast majority of the respondents to the survey ranked streets and trash removal as the top priorities for improving public services

A follow-up survey conducted in January 2012 demonstrated that Kabul's public has a decidedly positive opinion of its municipality and believes the government is on the right track for improving their services and quality of life. In the baseline survey in 2011, Kabul's residents were asked their recollections of whether their government was good two years ago; only 22 percent responded that in 2009 Kabul's government was good or very good. This number rose dramatically to 78 percent in 2011 and 77 percent in 2012. This very positive trend was confirmed by the responses to other questions in the survey. Overall, in 2011, 48 percent said Kabul's government was leading the city in the right direction and only 23 percent thought the direction was wrong. This improved further in 2012 with 54 percent stating that Kabul's government was headed in the right direction and only 18 percent saying the direction was wrong.

Further details on project accomplishments are presented below for each CLIN or component of the project.

### **1.2.1 CLIN 1 Accomplishments: Capacity Building**

Until this year, Kabul Municipality lacked an Administrative Policy Manual, an essential tool for efficient modern city management. The Mayor, during initial discussions with KCI eighteen months ago lamented the amount of time he and other senior officials were losing in communicating basic instructions to municipal employees. This excessive reliance on top down communications led to delays in the employees' work and inadequate performance. KCI recommended that Kabul Municipality emulate the best practices of international city, county and other government entities and create a comprehensive Administrative Policy Manual tailored to Kabul's needs. KCI applied International City/County and other government agencies best management practices in working with KM to develop the Manual.

The manual completed by KCI and KM this year includes a full set of municipal standard operating procedures (SOPs) and terms of reference (TORs) for all of the Kabul Municipality departments and KM's 22 districts. These cover all the areas of operation essential for effective and sustainable good municipal governance. The Deputy Mayor for Administration and Finances remarked, "The Administrative Policy Manual will set the framework for the future development of the Kabul Municipality."

The Administrative Policy Manual is a crucial tool for good governance and will serve as the primary reference for the Municipality to inform its employees on standards for operating procedures, and expectations of employee responsibilities and behavior. At the same time, the manual will serve as a one stop shop for an employee to find answers to any questions that may arise regarding municipal administrative functions and provides a uniform system of administration related to human resources and finance. In addition to development of the policy manual, KCI and KM human resources staff have prepared job descriptions for over seven thousand positions and are mentoring the HR staff who have completed scanning over 100,000 personnel documents for inclusion in a computerized human resources database. This data base will replace a paper-based system with incomplete and unorganized files. This will significantly improve KM's capacity to, inter alia, manage its personnel, track their training requirements and adjust staffing patterns as necessary.

In Year Two, KCI introduced the Clean and Green Public Education Campaign. This campaign, led by its mascot, the cartoon lion "Shir Sultan" ("King Lion" in English) and the Mayor is proving to be KCI's most popular initiative. Television and radio public service announcements feature a snappy tune

composed by a leading Dari language poet titled “Who’s a Friend of Kabul?” beautifully sung by students in a classroom interacting with an animated cartoon version of Shir Sultan. The Mayor has distributed accompanying story and coloring books featuring Shir Sultan that provide information about proper trash disposal and encourage children to use the city trash dumpsters. The Mayor’s talks to school audiences using Shir Sultan materials have proven to be a very welcome addition to the schools’ schedules; one school even started a civic education class as a result. This initiative was enthusiastically endorsed by the Minister of Education and by the President. The Clean and Green Kabul campaign has not only proven to be a great way to improve the environment but also to raise public awareness about the services the municipality provides. In addition, the KM public relations staff are gaining valuable experience in all aspects of how to conduct media and public relations events.

Among the programs the Mayor has highly lauded is the four month long Future Leaders Training, which has already trained 100 newly employed and recent college graduates in the fundamentals of municipal management, best practices, and advanced work related skills. At the graduation ceremony for the first class, the Mayor announced that he was promoting an engineer who had one of the best scores on the final examination to be the Deputy Director of the Urban Planning Department, making her one of the top ranked women in the municipal government. He also stated that he would be picking top graduates from future classes to serve in positions with substantially increased responsibilities. This flagship program brings highly educated and trained individuals into the municipal workforce.

This past year, KCI provided Senior Leadership Training to 25 senior leaders (Directors General, their deputies and district office directors) of the Kabul Municipality. The objective of this program is to provide skills in leadership, analytical thinking, strategic planning and other areas to improve city management. A specially tailored public speaking course was also provided to the 25 senior leaders. Both courses drew considerable praise from the participants, several of whom said that the courses were the most useful of any courses they had ever taken as the courses honed in on practical skills and information they could apply to their jobs.

KCI also assisted the KM in the development of an Anti-corruption Policy contained in KM’s new Administrative Policy Manual. Many of the capacity building initiatives undertaken by KCI in partnership with the Mayor and KM also serve as anti-corruption measures, such as anti-corruption training for 98 staff, of whom four were female. This included training in charts of account and financial reporting for 61 staff, of whom four were female; customer service orientation/Revenue Improvement Action Plan (RIAP) for 21 staff - all male; and internal auditing for 16 staff - all male.

KCI also provided training and mentoring for KM’s Publications Department staff, which had very limited experience in planning and managing public outreach events and in writing and issuing public service announcements. Training in events, photography and public speaking for senior municipal officials has reinforced the City’s commitment to reach out to the public, and as a result of these efforts, Kabul Municipality has now engaged in more than 50 public information initiatives and media events.

The Kabul Municipality Women’s Council (composed of female KM staff members) and established in November 2011 with the assistance of KCI, has developed into a significant vehicle for increasing women’s input into municipal government. This is the first openly elected Women’s Council in Afghanistan at the municipality level. During Year Two, the Women’s Council developed a charter (approved by the mayor), elected leaders and established a network of contacts with civil society organizations and female members of Afghanistan’s parliament. Based on advice from the Women’s Council, KCI provided specialized capacity development courses on engineering for KM’s 25 female engineering staff and Women’s Leadership training for another 25 female staff. In addition, KCI’s gender advisor developed a course on gender policy for male and female members of KM. The Women’s Council has also collaborated with KCI to envision, plan and implement eight Women’s Business Development campaigns in the districts of Kabul. They have also engaged women and civic groups in

discussions on the planning of city parks to ensure they are designed to facilitate access by women and families.

KCI worked with KM to conduct eight business development campaigns for women business owners in six districts, first in District 16, and then expanding to Districts 9 and 3. Due to demand of the citizens, several campaigns were staged in Districts 10, 8 and 5. An average of 30 women entrepreneurs participated each time, for a total of 210 women. The Deputy Mayor for City Services and several of the Directors General attended every one of these KCI-assisted events and engaged in discussions with the women business owners. These women had the opportunity to identify their needs and give their views on city services during this direct interaction with Kabul's senior leadership.

The number of women in leadership positions in Kabul Municipality has more than doubled since the start of the Kabul City Initiative. The top positions held by women are Director General of Greenery; Director General of Cultural Affairs; Deputy Director General of Urban Planning; Head of the Women's Council; and the Human Resources Recruitment Manager.

Another crucial area of capacity building KCI has focused on is Kabul Municipality's IT functions. In the first two years, KCI installed servers, routers, internet switches, connections and related equipment that significantly upgrades the KM's technological capacity and provides full internet connectivity. KCI has trained 22 members of Kabul Municipality's IT Department in A+ training and provided training for staff to become Microsoft Certified IT Professionals. Additionally, KCI provided KM's website, installed an internal email system and FMIS software for finance, financial management and accounting. KCI also worked with the US Army Corps of Engineers (USACE) to link a fiber optic network in KM with a 3 MB download and 1.5 MB upload; the system has capacity to link Kabul Municipality's 22 district offices in the future. These accomplishments constitute an excellent technological base for implementing 21<sup>st</sup> century high technology urban management systems throughout Kabul Municipality in Year Three and beyond.

A major accomplishment for KCI in Year Two is the international certification of over 400 KM employees following their successful participation in the International Computer Driving License (ICDL) course which provided them the basic computer literacy essential for the efficient functioning of government offices. It is worth noting that when KCI started, the KM staff had almost no computer skills (1458 employees were tested on basic computer skills at the start of the training program; none of them passed.) The ICDL certification provides a foundation for staff to receive future training to create their capacity to use computers for professional responsibilities in areas such as human resource records, public outreach, accounting, finance, asset management and other areas crucial for good governance.

Also, this past year KCI constructed a Citizen Information Center (CIC) and trained Center staff to increase citizens' access to information on municipal services. The Kabul Municipality's CIC will open late in the second year and provide a physical and electronic access point for the citizens of Kabul to obtain information, access municipal offices, and easily and efficiently conduct business with the municipality. In Year 3 KCI will focus on a series of trainings to cumulatively reinforce staff capacity to engage with citizens on service issues of concern.

### **1.2.2 CLIN 2 Accomplishments: Infrastructure and Service Delivery**

KCI assisted Kabul Municipality in conceptualizing, planning and completing the first ever Five Year Capital Improvement Plan for a municipality in Afghanistan. This was a high priority due to the urgency of dealing with the service demands and problems created by the rapid, unplanned for growth of Kabul's population from 1.5 million to over 5.5 million in a decade. To provide essential support to KM for the Capital Improvement Plan KCI worked with KM to initiate GIS planning and tracking of donor and municipal capital projects.



KCI has already provided GIS training and equipment as well as capacity development for other specialized skill areas essential for urban planning. KCI has agreed to embed a GIS expert in the GIS cell established in KM in Year Two so that on-the-job mentoring will be increased. The focus will be on development of the GIS cell's capacity to map and track land use, infrastructure and general plan use. This initiative involved both CLIN 1 and CLIN 2 resources. Together these two successful initiatives will substantially increase the capacity of Kabul Municipality to plan and deliver well-coordinated upgrades in services to its public.

In Year One, KCI quickly launched its collaboration with the Kabul Municipality, working closely with the Departments of Sanitation, Parks and Greenery, and Streets. Over \$15 million of municipal improvement projects were identified for procurement that would provide services and facilities to the public that recent opinion sampling indicated were high priorities. The initiatives included: covering ditches with grates to keep trash and people out; constructing ten city parks; initiating the reconstruction of one of the City's major thoroughfares; building five sidewalks projects; and, providing key renovations in City Hall, district offices and the headquarters for Sanitation, Parks, and Streets.

Ten new parks were completed in Year Two, providing needed green and play areas for Kabul citizens and children; these offered visible evidence that the government was providing services to the citizens. KCI and KM have carefully planned the parks with an eye on selecting locations that will be accessible for women and families. The parks provide visible evidence to the public that their government is providing desirable public services.

In Year Two KCI worked with the Director General of Sanitation to develop the capacity of his crews to plan routes, select the best available sites for dumpsters and to allocate labor to increase efficiency. The overall plan to be implemented in Year Three includes planning for the future construction of a solid waste transfer station to substantially increase the efficiency and lower the cost of trash transportation to the major landfill outside of Kabul. In addition, KCI has provided safety equipment as well as training to over one thousand sanitation workers. KCI and KM instituted a recycling operation (tub grinder) at the landfill that has saved substantial landfill space and produced over 1,250 metric tons of compost that has been used to provide essential nutrients for trees, shrubs and grass in Kabul parks.

Year Two funding issues and vetting delays, along with a sometimes-reluctant Kabul bureaucracy, and substandard work by local subcontractors produced delays in the implementation of some Year Two projects. For example, KCI insisted on quality improvements, terminated a major contractor for substandard work on Balahesar Road, and rebid the project.

KCI's transition of responsibilities to Kabul Municipality was initiated late in Year Two with an agreement for the City to provide nearly \$250,000 worth of asphalt and transportation for paving over ten kilometers of streets in District 5. The city also provided fuel, and USFOR-A provided \$500,000 worth of gravel, which KCI leveraged by renting equipment that allowed nearly 22 kilometers of Kabul roads to be graveled. At year's end, over 20 much needed skid steers (small backhoes and front-end loaders) had been ordered, which should arrive this winter, just in time to provide snow removal, construct small culvert projects, and clean street side ditches to prevent flooding during the spring.

Emergency road repairs continue apace in Kabul, months after its harshest winter in 20 years but their ongoing significance goes much beyond a smoother ride for residents of the Afghan capital. The road works are a shining example of the partnership between Kabul Municipality and the international donor community. By the end of summer, more than 20km of Kabul's roads will have been repaired using this concept of coordination led by KCI with the KM and other international donors



### **1.2.2 CLIN 3 Accomplishments: Revenue Collection and Financial Management**

During the Base Year and Year Two CLIN 3's work produced the following major successes:

- A three-year baseline analysis of historic revenues, expenditures, and budget-to-actual variances;
- The implementation of a monthly bank account revenue/expenditure reconciliation protocol;
- A realistic three-year projection of revenues and expenditures;
- A proposal to Reform Afghanistan's Urban Service Charges Law (2000), and a Review of Kabul Municipality's Draft Municipality Act for Afghanistan (January 2012);
- The analytic Kabul Municipality Revenue Report 1390 (21 March 2011 – 19 March 2012);
- Reports (work in progress) reviewing the safay'i charge regulation and the rent determination regulation, and advising on construction violations;
- An increase in the number of land parcels added and/or characterized in the Safay'i (Property Tax Register) by more than 4,000 in Year Two (none were digitized at the start of KCI). This number should exceed 30,000 by the end of Year Three;
- The development of a comprehensive Revenue, Financial, and Property Tax Registration Improvement Plan that includes a timeline with measurable milestones.

KCI assisted Kabul Municipality in the development of several major initiatives that will substantially enhance its ability to plan, direct and implement effective revenue collection and financial management. The initiatives are: chart of accounts, electronic revenue-reporting procedure, the installation of a Financial Management Information System (FMIS), the development of Revenue Improvement Action Plans (RIAP), and budget preparation plan.

A survey at the start of KCI indicated that it took an average of six weeks for KM staff to prepare financial reports requested by the Deputy Mayor for Finance. Once all the data has been properly entered, the FMIS will enable the Deputy Mayor and other top officials to click a few keys on their computers and obtain up to date information on the status of various financial accounts. This capacity will not only enable KM to review the status of its resources but will also enable senior managers to make financial decisions more quickly. In addition, the FMIS will provide significant additional transparency on the status of accounts, revenue and expenditures that will serve to further reduce KM's vulnerability to corruption.

During Year Two, CLIN 3 continued to assist the KM in communicating with the public on safay'i (Property Tax) collection. CLIN 3 activities included support and planning for implementation of regulatory changes for new revenue sources, in particular host and tipping fees for trash dump sites.

The Kabul Municipality, working with KCI, issued several cornerstone policies to facilitate proper revenue collection and financial management. These policies will be crucial for implementing actions plans to comply with the requirements outlined by President Karzai in his recent "Decree on Fighting Against Corruption." These 13 policies (included in the Administrative Policy Manual) are: Anti-corruption Policy, Construction Permit Policy, Building Standards Policy, Audit Policy, Municipality Fee Policy, City Property Lease Policy, Budget Policy, Financial Management Policy, Fiscal Management Policy, Recruitment Policy, Human Resources Policy, Nepotism Policy, Revenue Collection Policy, and Municipal Equipment Use and Maintenance Policy.

### **1.3 YEAR THREE: PARTNERS AND THEIR OUTPUTS**

KCI teams with five international subcontractors that provide specialized services essential for the success of various KCI activities. KCI also contracts with a large number of local contractors to implement activities in all three CLINs. Activities and outputs are included in Table 1 below.

**Table 1: Contributions of Private Sector Implementing Partners**

<b>Tetra Tech ARD Partner</b>	<b>Activity</b>	<b>Outputs<sup>1</sup></b>
Adam Smith International (ASI)	Embedded in municipal departments. Leads CLIN 3 activities to improve municipal revenue collection and fiscal oversight	Restructured administrative, financial, accounting, and land tax register systems
Lapis, local subcontractor for surveys	Perform field surveys	Collect and compile survey data. Perform basic data analysis
National Research Center Inc. (NRC)	Citizen satisfaction survey design, training of local enumerators, survey data analysis	Completed Year Two survey and report
SSG Advisors	Creation of public-private sector partnerships	Survey Kabul for appropriate opportunities for PPPs and Alliances to support Municipal operations
Urban Governance Collaborative LLC (UGC)	Embedded in municipal departments. Lead the implementation of CLIN 2, Service Delivery	Infrastructure projects (parks, sidewalks, roads) to improve public service delivery
GardaWorld	Risk Management Consulting (RMC) for project staff	Ongoing security for project
Local training subcontractors	Provision of classroom and field-based training	Training events and individuals trained in topics across CLINs
Local construction subcontractors	Design and construction of municipal infrastructure	Numbers of municipal projects

<sup>1</sup> Output Targets are detailed in the KCI Performance Monitoring Plan (PMP) – found in Appendix A.

# 2.0 YEAR THREE WORK PLAN

KCI integrates all CLIN activities toward shared objectives. CLIN 1 and CLIN 3 activities are designed to respond to the demand created by CLIN 2 service delivery improvements. The key assimilating force for KCI is the service delivery activities that visibly improve the lives of citizens by creating a cleaner, greener, and more livable city where municipal services are increasingly reliable. Service delivery projects serve as an engine that drive demand for new municipal systems; capacity building of staff; communication and outreach efforts by the KM; and improved financial, accounting, and revenue systems.

## 2.1 CLIN 1: CAPACITY DEVELOPMENT AND CITIZEN ENGAGEMENT

In Year Three, KCI will redouble its efforts to encourage Kabul Municipal staff to accept more responsibility for both routine and complex matters. Training in advanced skills and management, the application of the Administrative Policy Manual and its associated Standard Operating Procedures, Terms of Reference and the gradual transfer of responsibilities from KCI to the Municipality should build greater staff capacity during the course of the upcoming year.

### 2.1.1 Staff Capacity Development

In Year Three KCI will continue to provide training in core administrative subjects, and will provide more advanced training to those KM employees who have previously benefitted from some basic level of training. KCI will also continue training in certain subjects that have been quite successful to date. Below is an outline of the trainings planned for Year Three under Task 1.1.1:

- International Computer Driver's License (ICDL) Training for an additional 300 staff who will receive training in one of the City's five computerized training centers over a six-month period.
- Database Application Training for 20 KM staff who are or will be managing the Financial Management Information System (FMIS) and for the 20 persons who will be responsible for the HR Information Management System Module.
- Future Leaders Program. The topics in the Future Leaders course include: Public Administration, Municipal Management, Management, Gender Integration, Structure of Afghan Government, Comparative Government, Leadership, Time Management, Communications, Public Speaking, Media Relations, Human Resources, Personnel Management, Municipal Finance and Budget, Revenue Collection, Audit, Operations and Maintenance of Parks, Streets and Sanitation Procurement, Accounting, Urban Planning, Property and Facilities Management, Contract Management, Project Management, and Public Participation and Outreach.
- Advanced Future Leaders Program for 20 young KM staff members who have received the highest classroom scores in the previous two rounds of Future Leaders Training.
- Advanced Human Resources Management Training for 10 staff of the HR Department who passed the previous intermediate level HR training.
- Advanced Proposal writing for 15 District Managers who have participated in the first round of proposal writing training. These 15 District Managers have previously designed the best technical proposals.
- Strategic Planning Training for 20 KM staff who are responsible for the long range planning at the KM and for monitoring and evaluating services for projects implemented by KM.
- KM policy and procedures awareness training for 100 staff of the KM on the policies and procedures that have been already approved or are under review by the KM officials.

- Advanced English language course for 20 KM staff who have high level interactions with donor agencies and foreign diplomats.
- Advanced Project Management Training for 15 KM personnel who previously attended the PMI Training in Turkey. This training in country will allow them to apply practical knowledge to their day-to-day activities in the field.
- KCI in cooperation with the American University of Afghanistan will provide a ten-week customized Senior Executive Leadership course for 25 Kabul Municipality Directors General and District Managers.

In Year Three under Task 1.1.2, KCI will continue training in operations and maintenance of city services with a focus on advanced training programs such as: Geospatial Information Systems (GIS), Quality Assessment/Quality Control, Technical Safety Training, Logistical Management and Advanced Urban Forestry.

Under Task 1.1.3, KCI will provide training in coordination with CLIN 3 to fully implement advanced financial and revenue related training programs. This includes Advanced Financial Management Training, Advanced Accounting, Advanced Budgeting, Advanced Internal Audit, and Legal and Procedural Land Practices.

During Year Three, KCI will begin to transition many training activities over to the KM. This entails transferring the management, coordination and implementation of most of the activities that KCI is currently implementing. KCI will continue to coach, mentor and train the KM Training Team of the HR Department. This will enable them to take full ownership as well as the necessary responsibilities for managing KM training in the future.

This training program schedule is detailed in Table 2 below.

## **2.1.2 Institutional Capacity Building**

In Year Three KCI will work with the Mayor and his senior leadership to facilitate the adoption and implementation of the Kabul Municipality Administrative Policy Manual, the Terms of Reference (TORs) for the Kabul Municipality Departments and District Offices and the Standard Operating Procedures (SOPs) which were developed during the Base Year and Year Two of KCI. The adoption and implementation of this manual, the first such municipal Administrative Policy Manual developed in Afghanistan, and its sets of TORs and SOPs will increase the transparency of government operations, improve efficiency and facilitate the assignment of tasks to employees while encouraging them to take on more responsibilities. Once adequate progress is made in the central offices of Kabul Municipality, KCI will initiate appropriately tailored training and mentoring to staff in district offices that have notably less capacity than the central municipal departments.

In Year Two KCI constructed the new Citizens Information Center (CIC), tentatively scheduled to open in late September and trained CIC staff on good customer service, how to interface with the public and handle information requests and other matters raised by the public. A local subcontractor will be hired to develop and install user-friendly software, locally developed and customized to fit Kabul Municipality's needs. Citizens will no longer have to run all around the city seeking service or solutions for problems.

KCI will continue its active support to implement initiatives introduced by the Women's Council during Year Two. The Women's Council's organizational intent is to be a watchdog and an advocate for women's workplace issues, e.g., discrimination, harassment, lack of promotional opportunities. While the Council has concentrated its initial efforts on the municipality, the Council is also facilitating public dialogue through its outreach to civil society organizations. Equally important, are the Women's Council's efforts to increase the input of women into policy formation and into discussions on the

allocation of budget resources. As part of this initiative, KCI has worked with the Women's Council to build its role as an advisor to the Mayor on women's issues. Among other things, KCI provides mentoring and other support for Kabul Municipality's initiatives to foster the creation of and development of women's entrepreneurial skills. A key element of this is coaching the Women's Council on how to assist businesswomen and prospective businesswomen with registration requirements and KM business regulations.

In Year Three, KCI will work to simplify the current IT system and ensure KM capacity to operate an expanded system. At present, the system is centered on a programmable router that requires a significantly higher level of ICT skills than the KM IT staff possess. Automatic switches and simpler software will be added to help ensure that the KM staff can be trained to take over the ICT system prior to the end of KCI. The capacity of the KM IT staff was so low that they could not do this during Year Two. They needed to complete a significant amount of training to be able to understand the network systems, proper backup procedures and basic trouble shooting procedures. KCI will also facilitate the ongoing development of the capacity of the KM internal computer Help Desk.

One key new KCI initiative will be the establishment of a GIS section in Kabul Municipality to provide initial training courses and on-the-job mentoring. Developing effective GIS capacity in Kabul Municipality will significantly improve its operations in a number of areas. For example, this will increase KM's capacity to coordinate international donor sponsored infrastructure projects with the planning and management of its own street construction and maintenance. This will also allow the KM to build a base map system of the city.

During the first two months of Year Three KCI staff in cooperation with outside consultants will develop a computerized public service system for the Citizens Information Center (CIC) that will enable its staff to efficiently provide assistance to citizens. KCI will also establish policies, SOPs and TORs for CIC responses to the public and for CIC communications with various KM departments.

### **2.1.3 Increase Public Participation**

One of the most important set of activities for Year Three will be developing the public service orientation and individual capacities of KM executives and other personnel who interact with the public. Another top priority will be to make KM aware of the various types of media communications they can engage in and what their respective contributions to public outreach can be. KCI will mentor them on how to develop and implement initiatives designed to inform the public about the services and facilities that their government is providing to them. Particular attention will be focused on developing the capacity of Kabul Municipality's Publications department to envision, create and effectively disseminate information on public services and new developments to the public in the form of written, radio and television public service announcements, and public meetings on proposed municipal projects. Attention will also be accorded to developing the capacity of the Publications Department to utilize public service announcements to encourage civic responsibility, e.g., urging the public to help the government to improve services and the quality of life in Kabul such as the campaign to clean and green Kabul through proper waste disposal.

These initiatives include:

- Further training in media relations and public outreach to municipal media staff and senior officials who interact with the media and make public presentations.
- Support to the Working Group (established by KCI and KM) to conduct neighborhood-level meetings with Wakil Gozars (neighborhood wardens) and civil society organizations to develop and implement public education campaigns on select public education/behavior

change needs such as cleaning and greening Kabul, revenue collection by the municipality, and the recognition of the need for business licenses.

- Town hall, neighborhood and Women's Council, public service announcements and other communications on city budgeted projects.
- Assisting Kabul Municipality's Publications staff in the conceptualization, design and production of posters, TV and other media announcements, brochures and other outreach tools
- Continued facilitation and support for KM efforts to increase its interaction with journalists and other media officials on a regular and sustained basis. This would include developing SOPs and TORs for media releases.
- Mentoring KM staff on how to select material and prepare it for updating the Mayor's Blog, Facebook and Twitter accounts and the Kabul Municipality web site that KCI previously helped institute.
- Work with individual departments and district managers to instruct and mentor them on public outreach. In particular, KCI would help them to develop guidelines on what types of information would be useful to provide to the Publications Department to consider including in their public outreach initiatives.
- Continued mentoring to help KM staff develop the capacity to collect appropriate information, conceptualize, write, prepare and present public service announcements.

Table 2 below provides details on the timeline for the implementation of CLIN 1 activities.

**Table 2: CLIN 1 Activity Implementation Schedule**

CLIN 1 Year Three Work Plan				2012			2013								
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	PMP Indicator No.	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
1.1 Staff Capacity Development	4,5 & 6	Core Administrative Trainings	Project Management												
			Advanced Human Resource Management												
			International Computer Driver's License (ICDL) Training												
			Future Leaders Training												
			Senior Leadership Training												
			"Advanced Future Leaders" training												
			Strategic Planning												
			Urban Planning												
			Advanced Proposal Writing Training												
			KM Policy and Procedures												
			Capital Improvement Planning for District Managers (if funding permits)												
			Advanced English												
	4 & 6	Service Management and Operations Training	Advanced GIS training												
			Computer Maintenance Training												
			Database Training												
			Quality Control Training												
			Logistic Management Training												



	CLIN 1 Year Three Work Plan			2012			2013								
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	PMP Indicator No.	OUTPUT	Tasks	Mizan	Aqrah	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
			Advanced Forestry Training												
			Technical Safety Training												
			Regular Safety Training for 1000 staff												
	4 & 6	Revenue and Financial Training	Advanced Internal Audit Training												
			Advanced Accounting Training												
			Advanced Financial Management Training												
			Advanced Budgeting Training												
			Fundamentals of Financial Management												
ss1.2 Institutional Capacity Development	4,6,7, 11 & 15	Policy and Procedure development	Up to eight new sources of revenue will be determined from the 27 identified, and appropriate training procedures will be developed												
			Training on collection or management of new revenue sources												
			Develop Public Service Announcement procedures												
	2,3,4,6,7 & 11	Citizen Information Center	Continuation of training for CIC staff in October 2012												
			Development of customized professional software for the CIC will start in early November												
			Training on the use of CIC software will commence in October January 2013												
			15 personnel will receive advanced CIC training												
			22 staff members from district offices will receive CIC training												
			Public Service Announcements will be made once the CIC is functioning effectively in February and March												
1.2 Gender & Youth Mainstreaming	7,8,10 & 11	Strengthening KM Women Council and their communication	Monthly coaching session for KM's Women's Council on formal meeting methodology (conducting, preparing and following up for meetings),Develop a meeting management manual												
			Establish and strengthen working relationships for the KM and CSOs working on women's issues (Afghan women's network, NGOs, volunteer groups, for example).												
			Establish and support women's support groups from different districts to strengthen the women's network around the city and develop needs based projects												

CLIN 1 Year Three Work Plan				2012			2013								
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	PMP Indicator No.	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
			Every other month develop public service announcements to encourage women's participation in city services and publicize KM's women-focused activities												
			Continuously work to improve communication and outreach material for the Women's Council for KM staff and citizens. (quarterly reports, brochures and bi-annual newsletters)												
		Promoting women's participation in city services	Quarterly waste cleanup campaign organized by the Women's Council for women to help improve city services												
		KM Female Employees Database	Develop a database that includes all the information on female employees with all the relevant information for disaggregating data on the basis of Gender												
		Women Council Office Renovation	Renovation of offices for the Women's Council to start in Dec/Jan												
			Equipment and office furniture for the Women's Council office installed in Jan/Feb												
		Women's Council Networking	December Kabul Municipality conference on women's participation in city services												
			Establish links with district women's councils and women councils within the ministries to develop synergies. , ongoing in all months												
	4,6,7,8 & 11	Raising awareness of staff on KM Gender Equality Policies	Conduct quarterly orientation sessions for KM staff on gender equality policies												
			Semi-annual Printing and distribution of equality related policies for KM staff in January and June												
		Women Council Capacity Building programs	Three Training Programs (Gender Mainstreaming, Gender Budgeting, office management and public relations) in December March and July												
			Conduct training needs assessments for women in KM and design training courses in November												



CLIN 1 Year Three Work Plan				2012			2013								
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	PMP Indicator No.	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
			Develop strategic plan to enhance the role of women in government Dec, Jan, Feb												
			Design and print an annual report on KM's achievements on women and gender equality each January												
			Organize the International Women's Day event (preparation of agenda, circulating agenda, preparing letter of invitation, administrative arrangements with Women's Council )												
		Promoting women business in Kabul City	Coordination and support development of a permanent women's bazar in one of the districts identified by KM by July												
			Women's Business Development Campaigns to continue in all districts on a monthly basis												
			Business skills development training each quarter for women operating or starting small businesses which would include instruction on the procedures for obtaining business licenses from KM												
		Increased youth participation in city services	Organize Annual Youth Conference to identify potential members for the Kabul Youth Council to be held every May												
			Develop and establish the KM Youth Council, plan and arrange monthly meetings, prepare ToRs, Policies and Bylaws for the Youth Council												
			Youth Club renovation and outfitting by September												
			Continually develop campaign themes for public service announcements for youth to promote civic responsibility and pride in Kabul's culture amongst different age groups												
	2 & 3	ICT Systems	Install Local Telephone Exchange (PABX)												
			Firewall (Secure KM network)												
			CCNA and PABX training												
			Connect KM buildings to main office												
			Improve data storage and proper backup system												
			Install routers and switches												
			FMIS technical monitoring and maintenance												

CLIN 1 Year Three Work Plan				2012			2013								
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	PMP Indicator No.	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Assad	Sunbola
1.3 Increase Public Participation	4,6,7,8, 11 & 12	Communication and Outreach	Youth media project to assist KM to communicate with citizens through youth												
			Deliver advanced training in Media Relations and Public Outreach to Municipal Media Staff, District Managers and Directors General. Provide necessary equipment.												
			Support KM in conducting neighborhood level meetings with <i>Wakil Gozars</i> and Civil Society Organizations to design and implement a series of public education campaigns on top public education/behavior change needs including cleaning, greening, and revenue and business licenses to be approved and monitored by the MMCBIP Task Force. Also produce promotional materials such as public service announcements, brochures, posters and TV spots.												
			Support and facilitate quarterly Press Conferences												
			Conduct media events and issue public service announcements to publicize projects. These will include ribbon cutting events for projects such as parks. A minimum of ten such events will be conducted during the coming year.												
			Public Service Announcement training will be conducted for the KM Public Relations staff and appropriate senior KM officials												
			Act as consultants for the maintenance of municipal website, Mayor's Blog, Facebook and Twitter, develop procedures for departments and districts to regularly provide updated information to website to maintain its relevance and usefulness for the public; mentor staff to take over management of these activities												
			Present reports on the results of public education campaigns to the Mayor's Donor Coordination Meeting												
			Plan, support and manage in coordination with KM the bi-monthly Kabul Mayor and Donors Task Force meetings, where KCI and KM take leadership roles to coordinate the efforts of KM and all of the national and international donors working to improve the City of Kabul. Management of the meetings to be transferred to KM in February 2013												

Should additional funds become available during Year Three, KCI will increase the number of trainees in the following programs: Gender and youth programs, ICDL, Women's Leadership Training, Engineer Training and Senior Leadership Training.

## **2.2 CLIN 2: MUNICIPAL SERVICE DELIVERY**

The activities and tasks outlined below include a number of small renovation and construction projects, along with basic public works maintenance activities. These are very popular with the public in neighborhoods where such projects are the only visible services they perceive as coming from the Kabul Municipal government.

KCI will deemphasize infrastructure projects in Year Three and concentrate on improving service delivery through capacity building. Infrastructure projects initiated in Year Two and not yet completed will be completed in Year Three. The only new infrastructure projects include the construction of ten new parks with sports courts, 20 sidewalk construction projects, the rehabilitation of the youth center, the refurbishment of Kabul's only youth gym and street graveling projects.

In Year Three the KM will begin co - funding projects with KCI, in anticipation of the loss of donor funding once KCI has ended. The foundation for this transition was established in Year Two when Kabul Municipality agreed to provide asphalt (and KCI provided the equipment) to repave ten kilometers of roads in District 5.

The co – funded street graveling projects will be crosscutting among CLINs, requiring procurement and budgeting assistance from CLIN 3, and project management/engineering assistance from CLIN 2, and entail significant on-the-job training. These projects will also serve as training opportunities for (Year One) graduates of KCI-sponsored Project Management courses.

All studies and preliminary designs include site-specific environmental screening as stipulated in the USAID/Afghanistan Initial Environmental Examination (IEE), and all infrastructure designs are accompanied with operating estimates for the first five years of the improvement, with the City agreeing to absorb the operating and maintenance expenses.

Kabul's citizens ranked neighborhood parks, sport courts and road gravelling as high priorities in the first two annual surveys conducted by Kabul City Initiative. These surveys were carefully constructed for a number of purposes including obtaining insights on how the citizens would prefer to have resources allocated. The surveys were also designed to provide a number of data useful for M&E of KCI initiatives as well as of the government's perceived success in delivering services to its constituents.

Neighborhood parks, sport courts and road gravelling provide some of the most visible evidence that Kabul Municipality is delivering public services and improving the quality of life of the people of Kabul. In Year Three, KCI plans to substantially expand the use of projects to foster government outreach through public service announcements and other communications and to stimulate more input from Kabul's public on the allocation of municipal resources. In particular, KCI plans to go beyond the surveys and facilitate the staging of town hall type meetings with the mayor and other municipality officials and wakil gozars (neighborhood leaders) with the public to discuss the locations and designs for prospective parks. This strategy for increasing democratic dialog would have a special focus on Women's and Youth groups. This effort to stimulate dialog between the government and its public will probably contribute as much to building the people's trust in their government as the construction of the parks, sports courts and roads would.

Table 3 below presents major CLIN 2 infrastructure projects that are currently planned for Year Three. Activities are presented in Tables 4 through 7 below. Table 3 includes projects such as the trash transfer

station that were started in Year Two and will be completed in Year Three and projects that are slated to commence and be completed in Year Three,

**Table 3: KCI Year Three Construction Projects and Procurements**

Project Title	Kabul Government Unit	Year Three Budget
Ten Street Graveling Projects identified by Kabul Municipality, and funded by Kabul Municipality, will be identified in the City's CIP; KCI will contribute gravel for these co – funded projects	Streets Department	\$400,000 for gravel
20 sidewalk construction projects	Streets Department	\$1,000,000
<b>Sanitation</b>		
Solid waste transfer station construction and access roadway	Sanitation Department	Estimated \$1.3 million
<b>Parks</b>		
Complete base construction of ten neighborhood parks at estimated cost of \$125,000 each	Parks and Greenery	\$1,250,000
Ten Sports Courts at an estimated cost of \$20,000 each	Parks and Greenery	\$200,000
Youth Center	Cultural Affairs	\$130,000
Youth Gym	Parks and Greenery	\$130,000

The activities and tasks below are organized by the CLIN 2 activity areas as listed in previous work plans: 1) Parks and Greenery; 2) Sanitation; 3) Streets; and 4) City Facility Rehabilitation.

The establishment of Alliances and Public-Private Partnerships is also reflected within this component. Work on this activity will be conducted by our subcontractor, SSG Advisors.

### **2.2.1 Improve Kabul Parks and Greenery**

By the end of Year Two, KCI will have constructed ten neighborhood parks, often transforming community dumps and broken-down public areas into first-rate neighborhood facilities that, notably, will be designated as parks for women and families, thus allowing women to use what are often regarded as men-only facilities, as revealed in our public opinion polling.

KCI will undertake three primary activities in Year Three: the design and construction of ten additional neighborhood parks; the ongoing training of Greenery staff for parks maintenance; and, the possible transition to private-sector maintenance for up to ten parks.

The Gantt chart (Table 4) below details these activities. As noted, the completion of these activities will depend on the participation—both financially and of staff—of Kabul Municipality.

**Table 4: KCI Year Three Parks and Greenery Department Activities**

		CLIN 2 Year Three Work Plan		1391						1392					
		Parks and Greenery		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	PMP Indicator No.	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
Improve Kabul Parks and Greenery	4,10, & 15	Final Construction of 10 Neighborhood Parks/Train maintenance workers	Complete design of 10 neighborhood parks												
			Begin Construction												
			Complete Construction/Final Landscaping												
			Train maintenance workers												
			Sector/Project 3												
			Identify private sector sponsors for financial support												
			Train maintenance workers												
		Build 10 new sports courts	Identify sites for sports courts												
			Procurement												
			Construction												
			Identify private sector sponsors for financial support												
		Explore the establishment of 10 Alliances to Maintain Parks	Identify Potential Sponsors												
			Mayor's Open House												
			Select Sponsors												
			Train Municipal Staff to manage Alliances.												

## 2.2.2 Improve Kabul City Sanitation

### *Solid Waste Management*

KCI will continue to support the Sanitation Department in improving logistical systems and completing equipment purchases initiated in Year Two. Table 5 below lists KCI's Year Three activities in solid waste management. The focus will be on: completing the solid waste transfer station that is currently being redesigned; capacity building; improvements to the composting operation; and, completing optimized routing plans for trash collection in four districts. We anticipate the possibility of private sector engagement in establishing collection in one or two of the districts. Blue indicates actions that are currently scheduled for Year Three.

**Table 5: KCI's Year Three Solid Waste Management Activities**

		CLIN 2 Year Three Work Plan		1391						1392						
		Solid Waste Management		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
TITLE	PMP Indicator No.	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola	
Improve Kabul Solid Waste Management	2,3,4, 10 & 15	Build a transfer Station	Construction of transfer station													
			On-site training of Personnel													
			Weight and measurement Training													
		Develop systems for neighborhood solid waste collection in 8 Districts	Inventory dumpsters and neighborhood open waste dumps													
			Routing plans developed and implemented in four districts													
			Complete routing plans for 8 districts													
		Skid steer training	Operator Training													
			Utilization Plan													
			Maintenance													
			Evaluation of transfer station for possible replication													
		Composting	Evaluate methodologies for increasing production													
			Identify/purchase additional equipment													
			Feasibility study for sale of compost													
			Procure private sector source													
			Train municipal staff on contract management													
			Renovate existing garage at Streets Department													

### **Drainage Improvements**

KCI will not plan or initiate any new drainage projects in Year Three but will complete those activities already under contract such as ditch and canal cleaning, construction or covering them with heavy gauge steel mesh. Responsibility for this area will be transitioned to Kabul Municipality at the start of Year Three.

### **Capacity Building in the Sanitation Department**

This activity was not included in the base year work plan. At the request of the KM, KCI will work with the Sanitation Department staff during Year Three to develop a five-year capital improvement/depreciation schedule for Sanitation Department planning and budgeting.

KCI will also develop and help implement a trash collection and disposal (solid waste management) operations manual that will help systematize all municipal trash collection and disposal activities.

### 2.2.3 Improve Kabul City Streets

KCI originally planned to improve secondary graveled streets in the KM. Street repaving projects were not included in the base year work plan, but as paved streets are Kabul Municipality's highest priority in infrastructure, KCI has responded. In coordination with USAID and the KM, KCI developed and designed over \$17 million in street repaving projects during the base period. These projects included sidewalk and drainage improvements. Street repaving projects were organized into seven contract packages. Six of these went to bid and contractors were selected. Under the current budget scenario, one of these road paving projects is in the process of being implemented (Balehesar Road).

The Gantt chart (Table 6) below details KCI's Year Three activities with the Department of Streets that include the completion of the construction of Balehesar Road and the graveling of select roads in District 5. KCI will also provide \$500,000 in Year Three for the emergency repair and graveling of some of the major thoroughfare streets that were most severely damaged during last winter's record snow storm or may be damaged by this year's winter weather. KCI will develop a list of ten roads (of no more than 1 kilometer each) based on planning sessions with the Mayor.

**Table 6: KCI's Year Three Department of Streets Activities**

CLIN 2 Year Three Work Plan				1391							1392				
Streets Department – streets, sidewalks, equipment				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	PMP Indicator No.	OUTPUT	Tasks	Mizan	Aqrah	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratani	Asad	Sunbula
Improve Kabul City Streets	4 & 10	Streets paving/ construction	Identify streets for graveling												
			Design street 1												
			Design street 2												
			Design street 3												
			Design street 4												
			Bid street 1												
			Bid street 2												
			Bid street 3												
			Bid street 4												
			Construction street 1												
			Construction street 2												
			Construction street 3												
			Construction street 4												
			Design street 5												
			Design street 6												
			Design street 7												
			Design street 8												
			Bid street 5												
			Bid street 6												
			Bid street 7												

			Bid street 8																	
			Construct street 5																	
			Construct street 6																	
			Construct street 7																	
			Construct street 8																	
			Design street 9																	
			Design street 10																	
			Bid street 9																	
			Bid street 10																	
			Construct street 9																	
			Construct street 10																	
		Sidewalk construction	Identify sidewalks to be constructed																	
			Design 10 km of Sidewalks																	
			Bid																	
			Construct																	
		Skid steer	Receive Equipment																	
			Train Operators																	

## 2.2.4 Rehabilitate City Facilities

KCI made significant repairs and improvements to KM department and district offices and facilities in Years One and Two. The overall objective was to rehabilitate all department and district office buildings owned by the city. Repairs and rehabilitation included interior and exterior surfaces, water and toilets, windows and doors, electrical and wiring systems, and roofs. KCI plans to complete all facility rehabilitation projects for which scopes of work (SOWs) were completed during the first two years of the contract.

In Year Three, KCI will remodel an existing structure and equip it as a Youth Center for young men and women in Kabul to come together and act on issues of common interest. KCI will also rehabilitate Kabul's only Youth Gym. The Gantt chart below lists the initiatives currently scheduled for Year Three.

**Table 7: KCI's Year Three City Facilities Rehabilitation Activities**

		CLIN 2 Year Three Work Plan		1391							1392				
		Rehabilitate City Facilities		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	PMP Indicator No.	OUTPUT	Tasks	Mizan	Aqrah	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
Youth Center	7,10 & 11	Build Youth Center	Convene Youth for a Design Charette												
			Design												



Youth Gym		Renovate Youth Gym	Bid																
			Construct																
			Design																
			Bid																
			Construct																

## 2.2.5 Establish Public-Private Partnerships

During Year Two KCI worked with the Mayor to consider public-private partnerships in which a firm that provided an item to the city would be allowed to attach a company logo or slogan. This would provide a means for the city to expand its services without incurring any additional costs. Subsequently, a partnership was established between Kabul Municipality and a private firm that installed street signs on a number of major streets that contained an advertisement on one end of the sign. Under another Private Public Partnership a firm installed high quality house numbers on a number of houses that contained a small advertisement for the firm.

During Year Three KCI plans to establish an Alliance for maintenance of one park that could then be replicated at other parks. Another area for cooperation KCI will explore in Year Three is a partnership or other arrangement between KM and Breshna, the electricity utility company, to add the collection of the Safay'i tax to Breshna's customers' electricity bills.

## 2.3 CLIN 3: REVENUE COLLECTION AND FINANCIAL MANAGEMENT

CLIN 3's key objective is to build the capacity of Kabul Municipality to effectively raise revenue and manage its finances and assets so it can provide sustainable public services and good governance to the people of Kabul. To achieve this objective, CLIN 3 has guided Kabul Municipality in developing modern sustainable policies, SOPs, TORs and operations in critical areas such as: revenue collection; financial accountability, auditing and other transparency enhancing functions; and, asset and financial administration. Most of CLIN 3's activities in Year Three will evolve from implementation of systems/procedures and classroom training towards coaching, troubleshooting and on- the- job training. Experience from the Base Year and Year Two indicates that repeat training will be necessary to solidify gains in staff capacity development.

It should be noted that Kabul Municipality has substantial fiscal resources—indeed, their problem in large measure is that their *financial* resources far exceed their *human/staff* resources. Simply put, they just do not have the staff capacity to engage in financial management and undertake significant (and critically needed) capital projects. Thus, KCI will turn much of its attention in Year Three to supporting the Municipality's efforts to develop the capacity to wisely spend its own money. In addition, emphasis will be placed on building Kabul Municipality's capacity to engage in efficient and higher levels of budget execution.

The President's June 21 "Decree on Fighting Against Corruption" specifically tasked Kabul Municipality to expeditiously upgrade its urban planning including "determining the fate of unplanned areas of Kabul." To build Kabul Municipality's capacity to deal with this complex challenge, KCI will provide training and mentoring to the appropriate Directors General and senior officials on legal and procedural land practices.

### 2.3.1 Revenue Collection

During Year Three the CLIN 3 Revenue Team will:

- Complete reports reviewing the safay'i charge regulations and the rent determination regulations, and recommendations on construction violations.
- Advise on business license fees and advertisement tax.
- Draft new national legislation to replace the present inadequate Urban Service Charges Law and the safay'i Charge Regulation, and shepherd it on the way towards adoption and implementation.
- Continue the work on revenue reporting and revenue analysis on a six month basis.
- Provide training on legal issues concerning prioritized municipal revenue sources in Afghanistan. This training will refer to international standards. Kabul's role in the national dialog on proposals to reform revenue allocations and to reassign responsibilities for revenue has been hampered by a lack of knowledge on the part of KM officials. This will provide them a frame of reference based on international best practices.
- Assist KM in improving its communications with respect to revenue matters through its website and otherwise.

### **2.3.2 Accounting, Budgeting, and Financial Management**

CLIN 3 initiated the installation of a Financial Management Information System (FMIS) during the Base Year and delivered training in its use. In Year Two, FMIS implementation was completed in the Budget, Accounting, Payroll and Revenue Departments. In Year Three CLIN 3 staff will tackle FMIS implementation in the districts. This is likely to be a particularly challenging capacity building initiative given the paucity of computer literate staff at the district level. In some of the districts the only well-educated personnel are the district manager and a few aides.

In Year Three continuing on- the- job training will be necessary, and a HR-module will be added to the existing FMIS system. The contract with a local subcontractor for maintenance of FMIS will be continued to the end of September 2013. Provided that the electricity supply is adequate and district computerization is completed, CLIN 3 will also roll out the FMIS system to the districts in the second half of Year Three.

CLIN 3 will work with KM to draft a Kabul Municipality Financial Management Strategy. The critical decision that KM has to make is whether to pursue a centralized or decentralized financial management approach in which the District Managers have more control; this document will provide a factual basis to assist KM in evaluating the options it can realistically select from. The strategy formulation will start in the 2<sup>nd</sup> quarter of Year Three.

CLIN 3 will continue to work with KM to improve budgeting, internal audit, and accounting functions, and to develop KM's 1392 (2012–2013) budget. The KM FMIS can now be used to make budget adjustments and to assist in the preparation of the 1392 budget.

KCI CLIN 3 will conduct specific training as follows:

- Financial Management Training on all levels, continuing FMIS training, and training in writing annual report narratives, for managers of KM departments and District Revenue Directors; Curriculum development training, for permanent education in coordination with educational institutions and ministries; (municipalities preparing annual reports should adhere to some general guidelines to enable ministries to use them.) and,
- Training for Internal Audit Department (IAD) employees in operational audits to strengthen the internal audit function and ensure more effective and efficient financial audits by introducing risk management concepts and application.

In the Base Year and in Year Two KCI delivered: a review of existing internal audit procedures and policies, as well as an assessment of the skills and education levels of IAD staff; development and publication of an internal audit booklet; development of a reformed and more relevant Terms of

Reference for the IAD; development and implementation of a standard internal audit process; development of a municipal policy on cash handling; and development and implementation of a bylaw on internal audit, a code of conduct, and an audit manual. The Year Three training for Internal Audit Department (IAD) staff detailed above is a crucial means for securing ongoing use of these materials and the operation of the relevant reformed systems.

CLIN 3 will also expand its assistance in Year Three to improve the budget process further by: organizing a KCI-supported monthly meeting of the Financial Management and Revenue Working Group; developing and implementing a three-year rolling projection process for revenues and expenditures; establishing annual Program Budget reviews; and, developing FMIS Standard Operating Procedures.

KCI will improve the KM accounting function in Year Three by: monitoring and supporting the use of the KCI-developed and-implemented Chart of Accounts (COA) in operational and other financial management areas; conducting an annual review of the COA; implementing a monthly bank account reconciliation protocol with published procedures, developing and implementing expenditure and cash management procedures; developing a quarterly reporting process; and implementing a regular computerized operational reporting regime at all levels of KM management.

KCI will review the possible procurement and implementation of additional FMIS modules, concentrating on procurement functions and asset management (budget permitting). Associated reform of payroll and procurement functions will be supported in association with these activities should adequate additional funding become available in Year Three.

### **2.3.3 Improve Property Tax Register**

Safay'i (the cleaning tax levied on properties) valuation forms from 16 of the 22 districts for the years 1389 and 1390 will be digitized and converted into PDF documents. This will preserve valuable data and act as a proof of concept model for future digitization of KM paper based record sets. Digitization skills and methodologies have been shared with other KM Departments, most notably the HR Department.

In Year Two, KCI assisted in the development of safay'i tax registration procedures to enlarge the digitized register and facilitate a pilot rollout of the computerized process at the district office level. In Year Three KCI will monitor progress of digitization uptake at the districts, establish district data-sharing protocols and implement the methodology already established to produce a KM-wide database. The creation of this database will set the stage for exploring the possibility of collecting the safay'i with utility bills.

Since safay'i property tax assessments are undertaken on a rolling three-year basis, embedding the computerized processing at the district office level should result in a fully computerized property tax register within three years. Regular and sustained technical assistance will be required to build on the methodologies and approaches developed in the Base Year and Year Two and to ensure a transfer of skills to the district office level in Year Three. KCI is also working with KM to develop the capacity and the knowledge required to respond to the new Presidential decree that outlines significant reforms. KCI will mentor KM staff on how to conduct cost analysis and engage in negotiations with the national government to obtain adequate additional budget funds and/or access to additional sources of revenue.

The requirement to present a general urban plan and land use policy in accordance with the President's June 21 decree adds to the importance of digitizing the safay'i records and of developing protocols to make them easily accessible for other municipal planning purposes. KCI will work with the appropriate Directors General in Kabul Municipality and the District Managers to build the capacity of their staffs to utilize the safay'i records as a tool in urban planning and for other KM functions.

In Year Two, KCI completed the upgrading of specific district offices, installed equipment, and trained staff to use the computers. Potentially, all district offices will therefore be able to move from paper-based property tax records to electronic versions. This will help speed up processes by removing unnecessary duplication and will ensure that records can be backed up and protected. The new ability to undertake a detailed analysis of revenues generated will inform central KM planning and policy development and will provide a significant downward pressure to combat the potential for corruption associated with under declaration of revenues at the district and central KM levels. Learning from experiences in the Base Year and Year Two, it is clear that ongoing mentoring, coaching and troubleshooting will be necessary not only at the district level, but also at the KM Property Department.

In Year Three, working together with the KM Property Department, KCI will continue to facilitate the development of a range of compliance incentives (or inducement tools), to encourage the payment of property tax. KCI will also continue research and reporting on options for simple tax-mapping functionality at the district level, for business registration electronic data management, and for a simplified and reliable property assessment process.

All planned CLIN 3 Year Three activities are detailed in Table 8 below.

**Table 8: KCI's Year Three CLIN 3 Work Plan**

CLIN 3 Year Three Work Plan				1391						1392					
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	PMP Indicator No.	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
2.5.1 Revenue Collection	2,3 & 15	Implement Revenue Improvement Action Planning methodology	Complete the reports reviewing the safay'i charge regulations and the rent determination regulations, and advise on construction violations												
			Advise on municipal by-laws on business licenses and advertisement tax												
			Explore options for the collection of the Safay'i with utility bills												
			Prepare for the implementation of the draft new national legislation to replace the Urban Service Charges Law and the Safay'i Charge Regulations												
			Mentor KM officials on how to improve budget execution												
	4,7,11 & 15	Develop communication tools and training	Continue work on revenue reporting and revenue analysis, by means of semi-annual analytic reports												
			Assist KM to provide revenue-related information via its website												
			Training on legal issues concerning revenue												
	2 & 3	Develop new revenue sources	Support any necessary regulatory changes required to utilize new revenue												

			Survey KM senior management to solicit additional options for new revenue sources in October and follow-up re implementation with Deputy Mayor for Administration once a month													
2.5.2 Accounting, Budgeting and Financial Management	2,3 & 4	Conduct Financial Management training on all levels	Development of a Strategic Financial Management Plan for Kabul Municipality													
			Continuing FMIS on the job mentoring working with Glory Consulting													
			Basic training for Heads of Departments, DGs in analysis of figures in the reports													
			Roll out and train district managers on FMIS													
			Report narrative writing for managers and district directors (revenues)													
			Financial Management training for the heads of departments and middle management of districts, DGs and District Directors													
			Develop curricula for permanent education programming in coordination with educational institutions and ministries													

CLIN 3 Year Three Work Plan				1391						1392					
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	PMP Indicat or No.	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
2.5.2 Accounting, Budgeting and Financial Management	2 & 3	Improve the Internal Audit Function	Train IAD employees in Internal Audit standards and audit technical vocabulary												
			Review existing internal audit procedures and policies and assess IAD staff												
			Develop and publish an internal audit booklet												
			Update and implement revised TORs												
			Develop and Implement a standard internal audit process												
			Develop and implement bylaw on Internal Audit												

			Develop code of conduct and Audit Manual												
	2 & 3	Improving the Budget Process	Monthly meetings with the Financial Management and Revenue Working group												
			Execute the three-year rolling projection process for revenues and expenditures (continuous)												
			Execute Annual Program Budget reviews, concurrent with the MoF timetable												
			On the job coaching and training of the Budget Manager and senior officials on costing of the operational budget (continuous)												
	2 & 3	Improving the Accounting Function	Update FMIS Standard Operating Procedures												
			Monitor and support use of CoA in operational and other FM areas (continuous)												
			Conduct continuous review of CoA												
			On the job training and coaching on the monthly bank account reconciliation protocol with published procedures												
			Coaching and if necessary on the job training on expenditure and cash management procedures												
			Review and analyze the monthly reporting process												

CLIN 3 Year 3 Work Plan				1390					1391						
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
TITLE	PMP Indicat or No.	OUTPUT	Tasks	Mizan	Aqrab	Qaws	Jaddi	Dalwa	Hoot	Hamal	Sawr	Jawza	Saratan	Asad	Sunbola
			Implement a regular computerized operational reporting regime on all levels of management												
	2,3,4 & 6	Improving other financial processes	(If appropriate, budget permitting) Procurement and implementation of additional FMIS modules for HR functions												
			On the job coaching and training module on FMIS for senior officials of HR department and the districts.												
			Develop and implement HR &												

			Payroll reforms, introduce to KM the concept of salary direct deposits to bank accounts																
			Assist KM with the development and implementation of procurement reforms																
			Review and improve SOPs (continuous)																
			Improve Internal Control systems within KM and restructure departments as required																
2.5.3 Improve the Property Tax Register	2, 4 & 13	Develop registration procedures to increase # in the digitized register	On the job coaching and training for the land distribution manager and property registration department																
			Continue scanning documents Target: 16 thousand in Year Three																
			Classify records by address or other form of location, e.g. GIS																
			Monitor progress of digitization of records in the District Offices, with coaching																
			Develop and improve lines of communication between the districts and KM central																
			Improve district data sharing protocols and produce KM-wide data set, merging valuation forms with the existing data in the data base																
	2 & 3	Enable future enhancements	In partnership with KM Property Department, develop a range of compliance incentives, (inducement tools) to encourage payment of property tax																
			Research and report on options for simple tax-mapping functionality at the district level																
			Follow up on the business registration report to develop electronic data management options																
			Coach appropriate officials on the adoption of general urban planning procedures and land use policy																
			Follow up on the research on options for a simplified and reliable property assessment process																



## 2.4 MONITORING AND EVALUATION

The Year Three Performance Monitoring Plan (PMP) for Kabul City Initiative (see Appendix A) contains measurable indicators as presented in Tetra Tech ARD's contract with USAID for each CLIN. The PMP includes Foreign Assistance Coordination and Tracking System (FACTS) indicators for reporting against Public Sector Executive Function and Local Government and Decentralization objectives of the Foreign Assistance Functional (FAF) Objective. The PMP also details the methodology for establishing and collecting baseline information for all CLIN indicators, including:

- 1) CLIN 1 measurable milestones in the Management Capacity Plan and the number of meetings and communications such as public service announcements designed to increase trust and confidence in the city government. A particular emphasis has been placed on meetings and other events designed to increase the number of women who participate in government decision making or public events staged for the advocacy of women's interests. It also contains project-specific indicators on increases in the essential skills of municipal employees (a measurable indicator of improvements in the capacity of Kabul Municipality to efficiently deliver public services and effectively address the public).
- 2) CLIN 2 indicators on access to services and the number of projects that provide visible evidence to the public that its government is serving them. It also contains indicators on the number of public awareness campaigns conducted on service delivery and planning initiatives. CLIN 2 projects were used during Year Two of the Kabul City Initiative as opportunities to engage the public in dialogue with Kabul Municipality on meeting their interests; this public outreach on Kabul Municipality's projects and allocation of resources for public services will be increased in Year Three, especially with youth and women's groups.
- 3) CLIN 3 indicators of measurable milestones in the Comprehensive Revenue, Financial and Tax Registration and Improvement Plan, the percentage increase of revenues, and the percentage increase in the number of land parcels added or characterized in the tax registry. These are cornerstones essential for the effective generation of revenue, transparent governance and efficient financial management. These are crucial for ensuring that Kabul Municipality will be able to sustain its operations and maintain or increase its human resources and other capacity in the future as international assistance declines.

In November 2012, KCI will implement a quantitative opinion poll using a scientifically valid citywide random sample survey, as a follow-on to the baseline survey conducted in January 2011 and the Year Two survey. Data from this survey will be used to measure percentage increases or decreases from the baseline data in the project's PMP. It will also be compared with the Year Two survey data to determine whether the year-on-year rate of change varies much from the overall trend line. While there are invariably a number of variables, a positive increase in the slope of the year-on-year trend line could indicate that KCI's concerted efforts to improve the capacity of KM to engage in public outreach is successful.

The November 2012 survey in combination with the baseline survey in Year One and the survey in Year Two will be used to provide guidance to Kabul Municipality on the priorities their public attaches to upgrading various public services. For example, revitalizing public parks ranked as one of the highest priorities for the respondents; in particular, the respondents who reported they did not currently use Kabul's existing parks strongly favored changing the parks to make them more family friendly and safe for women. They also expressed a strong preference for neighborhood parks. This information was evaluated by the Mayor and his senior executives who then decided that more smaller parks should be built around the city and that guardhouses should be built in the parks to enhance their security and, thereby, accessibility for women and families.



Accordingly, one would hope to see an increase in the percentage of respondents reporting they have access to parks in the November 2012 survey. Similarly the repair, paving and graveling of the major streets identified by the Mayor could be expected to show improvements in the percentage of respondents who have a good road near their houses. The popular Clean and Green TV and public events campaign starring Shir Sultan (King Lion) and the increased capacity of Kabul's sanitation department (due to training and the application of modern urban operating procedures) can be expected to produce statistically significant improvements in the percentage of the respondents who express satisfaction with trash removal service. Taken together these improvements in service delivery and the public outreach initiatives undertaken by Kabul Municipality (as listed in the PMP) can potentially increase the public perception of government's performance as being good or very good. An increase in trust in the government and the belief that it is taking Kabul in the right direction can also be anticipated, assuming other variables do not significantly affect the survey results

Any positive increases in these measurements of public opinion about Kabul Municipality will also be due to the increased capacity of the municipality's Publications Department (developed through specialized courses and the supply of professional equipment) to engage in public outreach as measured by the number of public service announcements, public awareness campaigns and other public events in the PMP. In particular, the outreach to women – which has resulted in an almost 300 percent increase in their participation in events promoting women's interests – should lead to increases in trust in Kabul's municipal government.

Taken as a whole, the carefully structured initiatives listed in the PMP provide objective measurements that can be evaluated to determine the success of Kabul Municipality and its partner Kabul City Initiative in meeting the strategic goals specified by USAID for KCI as a Task Order under the Sustainable Urban Management II Indefinite Quantity Contract {Sum II IQC} under which KCI is charged with providing assistance to USAID in: (1) increasing the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) officials in the Kabul Municipality, (2) improving the equitable delivery of municipal services to citizens in Kabul, and (3) increasing the municipal capacity to generate and account for revenue. Ultimately, progress on these three contract line item numbers is expected to visibly improve the provision of good governance to the people of Kabul and, thereby, increase their support for and participation in the development of democracy in Afghanistan.

## **2.5 COLLABORATION WITH COUNTERPARTS AND OTHER DONORS**

KCI in partnership with Kabul Municipality has successfully coordinated with international donors, ISAF and U.S. military units to leverage other donor funds to benefit KCI projects and other municipal priorities. KCI initiated the Mayor's International Donors Coordination Meeting as a forum at which to vet municipal projects funded by KCI. That biweekly forum, chaired by the Mayor, has now become institutionalized as the venue for coordination and approval of all donor activity in the Kabul Municipality.

Each meeting is attended by 50–75 persons, and at times, over 100 participants from KM and the international donor and military communities. This collaboration has allowed KCI to leverage donor funding (such as the U.S. Army's agreement to dig wells in parks that KCI is rehabilitating), and to forge donor cooperation and support for the development of a new bus system for the City with the U.S. Department of Transportation. KCI is cooperating with the U.S. Department of Transportation, the Government of India and KM to develop a proposal to construct 36 bus stop shelters with solar lighting on an inner city route that the Government of India intends to fund. The route would help to bring order to the bus transportation in Kabul by providing set locations for busses to stop that would hopefully overcome their present tendency to stop at random locations. In addition, KCI will assist KM in developing a system for renting advertising space on the bus stop panels that could fund maintenance of

the stops and for other public service upgrades as allowed by the current Urban Services Charges Law. Ultimately, this project could provide a model for future reform of Kabul's bus transportation system.

In Year Three KCI will establish a GIS office in KM that will further build the capacity of KM to engage in urban planning. This will also facilitate the Mayor's efforts to coordinate international donor projects such as road construction. There were several recent instances in which international donors began projects on part or all of a road that another international donor was scheduled to work on.

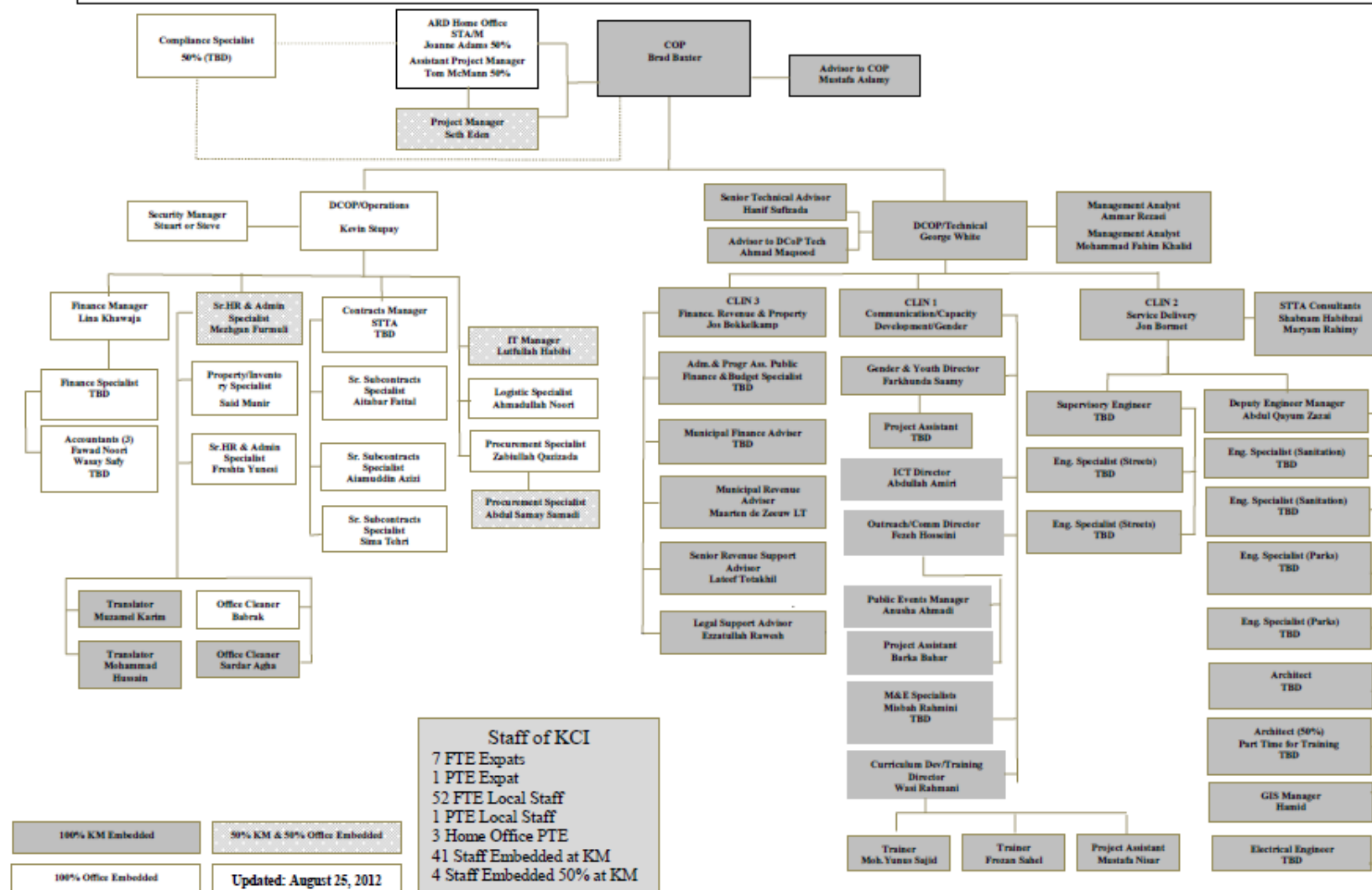
KCI will continue to provide support for these meetings, to exercise leadership with the Mayor in overall donor coordination and work to establish creative partnerships. Management of this meeting will be transferred to Kabul Municipality staff by February 2013.

# 3.0 PERSONNEL AND MANAGEMENT STRUCTURE

The Kabul City Initiative (KCI) restructured its management team for Year Three to shift more assets to capacity building in Kabul Municipality, especially in high technology areas that will become increasingly important as KCI proceeds with the computerization of planning, revenue collection, financial management and other key municipal functions.

The KCI management team for Year Three is comprised of five expatriates: a Chief of Party (COP); two Deputy Chiefs of Party (DCOPs); and a CLIN 3 Senior Advisor and Deputy. A half-time Compliance Specialist is shared with another Tetra Tech ARD project. These five expatriates are embedded in the Kabul Municipality with 52 Cooperating Country National (CCN) staff. For Year Three, the number of CCN staff in administrative operations stationed at KCI's administrative office was reduced to 16 by transferring two to KM as embedded personnel; in addition, three of the operational personnel will spend part of their time at Kabul Municipality. These reassignments of personnel were made to create a GIS section at KM and to increase the support staff at KM as KCI ramps up for an even more intensified focus on capacity building in Year Three. The support staff perform administrative, finance, data entry and translations, and other operational support functions. During year three, KCI will have STTA experts work with the Kabul Municipality on Urban Planning policy, theory and implementation. This will help the Kabul Municipality achieve some of the mandates set forth in the recent Presidential Decree. The KCI Year Three organizational structure is outlined below:

# ARD-KCI ORGANIZATIONAL CHART



## 4.0 SECURITY PLAN

Security/Risk Management will be provided in Year Three by GardaWorld, a Risk Management Company (RMC); the subcontract with this firm was signed by Tetra Tech ARD in early March 2012. They provide an expatriate risk management consultant who provides logistical, management and training support. In addition, KCI signed a subcontract with a logistics company called Afghan World First Logistics to provide both security and transportation services for KCI.

This work plan is prepared assuming the security risk will stay the same or improve. KCI's ability to continue operations as anticipated in this work plan could be affected by heightened security risks.

Tetra Tech ARD employs a Country Safety and Emergency Response Director (CSERD) in Afghanistan who is Tetra Tech ARD's dedicated representative responsible for all matters related to the safety and security of staff, operations, and facilities, as well as the professional and contractual performance of security, logistics, emergency response, training, and other supporting risk services and vendors.

Specific logistical and security actions that KCI is taking to ensure effective implementation include:

**Central Administration:** Maintaining all administrative functions in offices at Green Village.

**Office and Housing:** Locating the KCI Project office and housing international staff and short-term technical assistance consultants at Green Village.

**Security Team:** Employing the CSERD and a Risk Management Team (GardaWorld), headed by an international Risk Management Consultant, co-located with KCI staff to manage all staff movements and security, and to advise KCI Senior Management on security issues. The RMC works with Tetra Tech ARD's CSERD to:

- Update and revise KCI Security Plans as directed by USAID;
- Oversee all project logistics in coordination with other security agencies and actors in Kabul; and,
- Gather and assess information to determine and avoid potential "problem areas" within the City.

**Transport:** Transport is provided in Kabul for KCI staff with trained and supervised drivers and unarmed travel coordinators managed by the KCI RMC. KCI also owns armored vehicles that are used to provide additional protection for staff.

**Embedded Staff:** KCI staff embedded within the Kabul Municipality are secured by GardaWorld and CCN security staff. As part of the preparations for opening the new Citizens' Information Center, GardaWorld conducted a security review and prepared a written report with recommendations in July 2012 as requested by KCI. GardaWorld provides daily updates on the security situation with special emphasis on any recent events that might be of concern. GardaWorld also briefs new personnel at KCI upon their arrival. GardaWorld and Tetra Tech ARD's Country Safety and Emergency Response Director presented a detailed briefing to KCI and other Tetra Tech ARD project personnel in early August, 2012.

This briefing covered the overall security situation, recent developments, areas of special concern, SOPs for travel around Kabul, and a review of the security situation at residences.

**Evacuation Plan:** An Evacuation Process and Procedures have been developed for the KCI Project and are included in the Security Plan.

# APPENDIX A: PERFORMANCE MONITORING PLAN

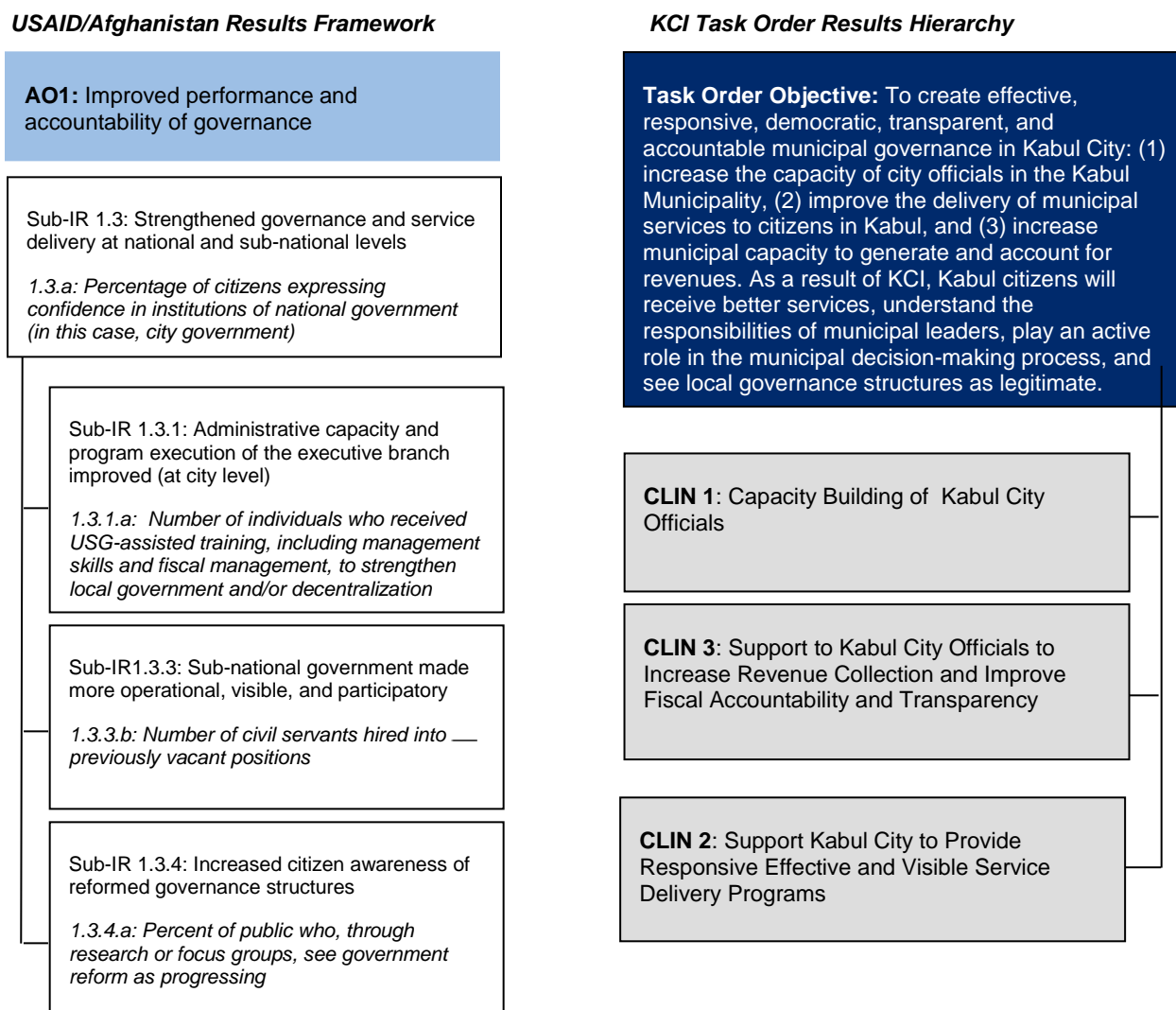
This Task Order falls under the following components of the Mission's Results Framework in the USAID/Afghanistan Performance Management Plan for 2011–2016:

Assistance Objective AO1: Improved performance and accountability of governance

- IR 1.3: Strengthened governance and service delivery at national and sub-national levels
  - Sub-IR 1.3.1: Administrative capacity and program execution of the executive branch improved
  - Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory
  - Sub-IR 1.3.4: Increased citizen awareness of reformed governance structures.

Each CLIN contributes to each Sub-IR as shown in the figure below.

**Figure A.1: KCI's Support to Sub-IR 1.3**



KCI has modified its indicators and targets for the third year to reflect lessons learned as discussed below and to match current program direction and funding levels. The PMP for Year Three contains more realistic targets and one additional indicator (#15) on the number of new, potential revenue sources identified and introduced.

Progress toward these objectives will be included in monthly and quarterly reports. The eight indicators identified in the project's Scope of Work are predicated on a \$120 million budget. With a \$40 million budget, KCI will not have the capacity to meet all of the anticipated targets as detailed in the SOW and discussed below. KCI has and will, demonstrate however, progress on all indicators in the contract.

## **LESSONS LEARNED FROM YEAR TWO PERFORMANCE MONITORING PLAN**

During the first two years of operation, KCI gained a more realistic understanding of what and how much can be accomplished in the Afghan context, particularly given the cumbersome pace of subcontracting. KCI was most successful in meeting its targets in those areas where staff provide direct services such as training, introduction of innovative management structures and administrative systems, and improvements in revenue and financial management systems.

The anticipated results of KCI's Performance Monitoring Plan for Year Two are shown in the table below. Actual results will not be available until the completion of the second year, or October 1, 2012. Out of 14 indicators, KCI anticipates meeting or exceeding all of its targets for Year Two with the exception of indicators #1 and #9 that had unrealistic targets though reflected impressive increases. Indicators #1 (increase in trust in Kabul government) and #9 (percentage increase in respondents with access to municipal services) rely on data from the annual public opinion survey.

The first indicator, the increase in the percentage of citizen satisfaction and trust was anticipated in the KCI Task Order to increase by 20, 40 and 60% respectively for each year of KCI's period of performance, as measured in the annual public opinion survey. This rate of increase was not calculated using an accurate base determined by a survey but rather was an estimate based on the obviously low public opinion of the previous mayor and his administration. The percentage of citizen trust in Kabul's current municipal government was unexpectedly high, 57% in the baseline survey conducted in January 2011. The Mayor took office in late 2010 and demonstrated some initial high profile achievements and this percentage result is likely a result of those efforts. A 20% increase or ambitious target of 68 % was anticipated for the second year. The survey result indicated that 61% in 2012 trusted their city government, and the 4% increase from 2011 to 2012 can be viewed as a rather significant increase in that the weather conditions were so much more severe in 2012 and the survey demographics changed substantially to accommodate new city residents. An increase to a 77% level of trust in city government at the end of the second year, to be measured during the November 2012 survey, is extremely unlikely, given the deteriorating economic and security situation in Kabul, and in comparison with Western municipalities, most of which do not enjoy such a high trust rating.

A similar situation exists with respect to indicator #9, the percentage increase in respondents with access to municipal services) which also relies on data from the annual public opinion survey. The average increase for four basic services from the base year to Year Two was 3% rather than the 10% targeted. However, access to garbage services showed a significant increase from 57% to 65%.

The annual public opinion survey has proven quite useful in targeting projects to those areas of most concern to citizens. The survey has however, proven to be a difficult instrument to measure more imperceptible changes such as women's participation. KCI is only beginning to implement a significant number of activities to increase women's participation and these have yet to be reflected in public opinion. As such, KCI proposes that the data collection method for Indicator #8 be changed. Originally,

this indicator was to be measured by increases in self-reported participation in the annual citizen survey. However, the baseline obtained in the initial survey was statistically insignificant and cannot serve as an effective measurement of outcome; the indicator has been changed to an output indicator measuring the number of women who participate in government decision making as determined by meeting and event registration. This is, of course, a very good indicator of increased civic participation and of broadening trust in the government since women's participation interaction with the government was previously much more circumscribed by social mores and government attitudes. (Statistical note: the initial indicator was not well-conceived. The base is millions of people and the venues for town hall and other meetings have very limited capacity, hence the ratios (nominator/denominator) and rates of increase are bound to be statistically insignificant as they would be with any similar statistical measurement in populous U.S. or other Western municipalities.)

KCI also proposes that the data collection method for Indicator #6 be changed. Originally, improvements in job performance (as a result of training) were to be measured by supervisors. The indicator is now an output indicator measured through pre and post training testing, and is limited to the training provided to employees in the four largest departments (Streets, Sanitation, Greenery and Administration).



## YEAR TWO PMP ANTICIPATED RESULTS -CLIN 1

PMP Indicator Number	Service delivery area	Level	Description of Indicators	Frequency	Baseline if applicable	Intended target	Actual results to date				
							Q1	Q2	Q3	Q4 <sup>2</sup>	Cumulative
1	CLIN 1: Capacity building of Kabul City Government	Impact	Percentage increase in trust and confidence in city government	Annually	57% in 2011 base year	68% or 20% increase	61% or 4% for year two as reflected in 2012 public opinion survey				
2		Output	Number of innovative management structures, new service performance standards, and systems or procedures manuals, instructions, or guidelines introduced.	Quarterly	61 in base year	18	5	27	61	2	95
3		Outcome	Number of municipal departments with improved administrative systems, as demonstrated by the production of SOPs/regulations (FACTS: ## of executive office operations supported with USG assistance) (HR, Finance, Project Mgt, Revenue Collection, Public outreach)	Annually	11 in base year	10	3	5	0	3	11
4		Output	Number of KM staff trained in (CLIN 1) core administrative functions, (CLIN 2) service management and operations, and (CLIN 3) revenue and financial. (FACTS: Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization <b>(Male/Female)</b> )	Quarterly	1831 in base year	700	124	454	1109	815	1924
5		Outcome	Number of Kabul Municipal staff who pass tests verifying they have developed professional skills following the completion of ICDL training Number of municipal staff with computer driver's license <b>(Male/Female)</b>	Annually	0	400	0	245	0	157	402

<sup>2</sup> Q4 results are anticipated results; cumulative results are anticipated results.

PMP Indicator Number	Service delivery area	Level	Description of Indicators	Frequency	Baseline if applicable	Intended target	Actual results to date				
							Q1	Q2	Q3	Q4 <sup>2</sup>	Cumulative
6	CLIN 1: Capacity building of Kabul City Government	Outcome	Number of employees demonstrating improvements in job skills.	Quarterly	0	500	0	0	0	700	700
7		Output	Number of town halls or other public meetings or media events held to increase transparency, public participation and to publicize projects (equivalent to FACTS: number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)	Quarterly	99	22	14	11	11	12	48
8		Outcome	Number of women who participate in government decision making as determined by meeting and event registration	Quarterly	5000 in FY 2011	5500 (10% increase over baseline)	655	18,610	530	145	19,940 (299% Increase Over FY 2011)

## YEAR TWO PMP ANTICIPATED RESULTS -CLIN 2

PMP Indicator Number	Service delivery area	Level	Description of Indicators	Frequency	Baseline if applicable	Intended target	Actual results to date				
							Q1	Q2	Q3	Q4	Cumulative
9	CLIN2: Support Kabul City to Provide Responsive, Effective, and Visible Service Delivery Programs	Impact	Percentage increase in respondents with access to municipal services (see Questions on survey: 7, 12, 20a and c, 21, 22, 31, 32)	Annually		Base year 45% Average of the four indicators  Intended Target 10% of Survey respondents  City Trash Services 57% City Ditch Services 44% City Road Services 56% Park Usage 21%	City Trash Services 65% City Ditch Services 43% City Road Services 51% Park Usage 32% 48% Average of the four indicators This is a 3% Increase				
10		Output	Number of infrastructure/service delivery projects implemented with KCI funding	Quarterly	53 in base year	22	32	4	4	2	42
11		Output	Number of public awareness events/campaigns conducted on service delivery and planning initiatives (FACTS: Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)	Quarterly	1 in base year	4	0	2	10	4	16
12		Output	Number of cooperation or coordination meetings facilitated/held between Kabul Municipality and donors	Quarterly	0	20	15	4	9	4	32

## YEAR TWO PMP ANTICIPATED RESULTS CLIN 3

PMP Indicator Number	Service delivery area	Level	Description of Indicators	Frequency	Baseline if applicable	Intended target	Actual results to date				
							Q1	Q2	Q3	Q4	Cumulative
13	CLIN 3: Revenue Collection and Financial Management	Outcome	Increase in number of safay'i records digitized/characterized and named in the computerized property tax database	Quarterly	10,175 in year one	30,000	8538	3727	1916	16,323	31,000
14		Outcome	Increase in municipal revenue as measured by increased municipal budget	Annually	\$27 million USD budget in base year	\$30 million USD budget					\$67 million budget as of end of KM fiscal year March 2012

## YEAR THREE PERFORMANCE MONITORING PLAN

### Kabul City Initiative (KCI) Performance Monitoring Plan (PMP) for October 1, 2012 – September 30, 2013 (FY13)

PMP INDICATOR NO.	LEVEL	CLIN	DESCRIPTION	DISAGGREGATION	FREQUENCY	YEAR THREE (FY13) TARGET
1	IMPACT	1-3	Percentage increase in citizen satisfaction and trust in City Government.	City District, Gender & Age-set	Annually	3% improvement in citizen satisfaction and trust in City government over Year 2
2	OUTPUT	1-3	Number of innovative management systems/structures, management systems, policies, TOR/SOPs or guidelines produced	N/A	Quarterly	18
3	OUTCOME	1-3	Number of Municipal Departments with improved administrative systems as demonstrated by the adoption of new SOPs/Regulations. (FACTS: Number of Executive Office operations supported with USG assistance). (HR, Finance, Project Management, Revenue Collection, Public Outreach)	N/A	Annually	10
4	OUTPUT	1-3	Number of Kabul Municipal staff trained. (FACTS: Number of individuals who received USG assisted training, including management skills and fiscal management to strengthen local government and/or decentralization)	Department & Gender	Quarterly	1500
5	OUTPUT	1	Number of Kabul Municipal staff who pass tests verifying they have developed professional skills following the completion of ICDL training Number of municipal staff with computer driver's license (Male/Female) Computer Literacy (ICDL) training and successfully pass ICDL tests for at least one module and/or receive full certificates.	Department & Gender	Quarterly	300
6	OUTCOME	1	Number of Kabul Municipal staff in four major departments (Streets, Sanitation, Greenery and Administration) trained who demonstrate improved knowledge and proficiency as measured by pre and post training testing	Department & Gender	Annually	500

PMP INDICATOR No.	LEVEL	CLIN	DESCRIPTION	DISAGGREGATION	FREQUENCY	YEAR THREE (FY13)
<b>CLIN 1: Percentage Increase of Public Participation in Government Decision Making</b>						
7	OUTPUT	1	Number of Town Hall or other public meetings and media events held to increase transparency, public participation and to publicize projects.	N/A	Quarterly	60
8	OUTCOME	1	Number of women and youth who participate in government decision making as determined by meeting and event registration	Female	Quarterly	10% over Year Two
9	IMPACT	1&2	Percentage increase in Citizen Survey respondents with access to municipal services. (See Survey questions 7,12,20a/c, 21-22,31-32)	District & Service	Annually	3%
10	OUTPUT	2	Number of infrastructure or service delivery projects implemented with KCI funding.	District & Service	Quarterly	25
11	OUTPUT	1&2	Number of public awareness campaigns conducted in support of service delivery and planning initiatives. (FACTS: Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)	N/A	Quarterly	5
12	OUTPUT	1-3	Number of cooperation or coordination meetings facilitated/held between Kabul Municipality and Donors.	N/A	Quarterly	30
<b>CLIN 3: Support to Kabul City Officials to Increase Revenue Collection and Improve Financial Accountability and Transparency</b>						
13	OUTPUT	3	Increase in number of safay'i records digitized/characterized and named in the computerized property tax database	N/A	QUARTERLY	16,000
14	OUTCOME	3	Increase in municipal revenue as measured by increased municipal budget	N/A	ANNUALLY	5%
15	OUTPUT	3	Number of new, potential revenue sources identified and introduced	N/A	QUARTERLY	8

# APPENDIX B: PERFORMANCE INDICATOR REFERENCE SHEETS

**USAID/Afghanistan**  
**SUM 2 Task Order: Kabul City Initiative EPP-I-00-04-00035-00**  
**Performance Indicator Reference Sheet**  
**Year Three**

Strategic Objective	<i>AO1: Improved performance and accountability of governance.</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels.</i>
Sub-Intermediate Result	
CLIN	<i>All</i>
Indicator 01	<i>Percentage increase in citizen satisfaction and trust in city government</i>
Type of Indicator	<i>Impact</i>
<b>DESCRIPTION</b>	
Precise Definition	“Trust” refers to a perception of accountability and “openness” of government to inputs and complaints of citizens (we “trust” government to take care of our needs and concerns).
Unit of Measure	Percentage of respondents answering in the affirmative (on a scalar) to a specific question on trust in Kabul city government
Disaggregation	City district, gender, age-set (youth versus non-youth). Youth is defined as 25 years old or less.
Management Utility	The overall goal of this task order is to change the nature of the relationship between city government and its citizenry, being seen as more effective, responsive, transparent and accountable.
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Household survey conducted as baseline and annually throughout the life of the task order with 2200 residents (1) semi-stratified for city districts, (2) semi-randomly selected based on ability of enumerators to work undisturbed. Kish grid principles will be used to ensure samples from youth and women.
Data Source(s)	Citizenry of Kabul as reported by enumerators of household survey
Frequency of Data Collection	Baseline in first year, end of year replicate at the end of each program year
Persons Responsible for Data Collection	NRC is the sub-contractor charged with these measurements. KCI hires the local enumerator firm, manages the surveys and ensures the analysis and reports are done.
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is derived from sample projections
Known Data Limitations	(1) Access to women respondents (2) The nature of the connotations around the word “trust”
Actions to Address Data Limitations	(1) Kish grid principles on selection of respondents at each house, plus enumerators’ work in man-woman teams. (2) Requires very carefully crafted questions to elicit consistent responses in each survey and over time.
Date of Future DQA	Following the initial survey, an analysis will be conducted on the questions and methodology (as well as security and access to women concerns) to improve the next survey; minor adjustments were made to second survey



Procedures for Future DQA	TBD
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	Analysis will utilize regression analysis using SPSS to ascertain differences in perceptions in different parts of the city, between men and women and between youth and older citizens.
Presentation	A report with disaggregated tables (with analysis).
Review of Data	From the report the “number” for the three sub-indicators will be assigned. COP & DCOP/Technical.
Reporting of Data	Quarterly report for the quarter when the survey was conducted, summarized in annual report
<b>OTHER NOTES</b>	
Baseline (FY10-11)	57% by survey
Actual Year 1 (FY12)	61%
Target Year 2 (FY13)	3% higher over Year 2
Location of Data Storage	Baseline report (hard and soft) at KCI HQ and USAID. Data in electronic form will be kept by KCI.
Other Notes	Fulfillment of indicator targets will be explained in a special report that describes the analysis and calculation of indicator values.
<b>ORIGINAL AND REVISION</b>	
Date of Original IRS Preparation	15 Dec 2010
Date of Revision 1	February 7, 2011
Date of Revision 2	October 31, 2011
Date of Revision 3	August 22, 2012

**USAID/Afghanistan**  
**SUM 2 Task Order: Kabul City Initiative EPP-I-00-04-00035-00**  
**Performance Indicator Reference Sheet**  
**Year Three**

Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN 1	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 02	Number of innovative management structures, management systems, policies, TORs, SOPs or guidelines produced
Type of Indicator	<i>Output</i>
<b>DESCRIPTION</b>	
Precise Definition	As per the RFTOP, KCI is to develop “Standard Operating Procedures” (SOPs) for city government. These SOPs are regulations or procedures, which are described in the SOP itself, accompanied by guidelines, instruments, or manuals. This indicator tracks the production of SOP components (the next indicator measures whether they or similar systems have been installed).
Unit of Measure	Number
Disaggregation	N/A
Management Utility	This output-level indicator measures progress towards introducing improved SOPs and systems. These SOPs provide consistent administration of city operations and are tied to the training of personnel.
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Review of reports
Data Source(s)	Reports of the Capacity Building Manager, backed up by physical inspection of SOP components
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	Reports go to M&E Specialist for input into the ARDMIS, keeping hard copy in PMP indicator files
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number Target
Known Data Limitations	N/A
Actions to Address Data Limitations	N/A
Date of Future DQA	End of year – Sep 2012
Procedures for Future DQA	See above
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	Prior to implementation, the SOP work plan will specify what will be contained in each SOP package. Inspection of the products will ensure that the SOP package is complete.
Presentation	A package with English report summarizing the components of the SOP and its components
Review of Data	COP & DCOP Technical
Reporting of Data	Quarterly on production of SOPs, annual on review of SOPs
<b>OTHER NOTES</b>	

Baseline	Baseline is zero – 61 in base year
Actual FY12	95 actual in year 2
Target FY13	18
Location of Data Storage	Reports go to M&E who will input into ARDMIS. Hard copy kept in indicator files.
Other Notes	
<b>ORIGINAL AND REVISION</b>	
Date of Original IRS Preparation	15 Dec 2010
Date of Revision 1	February 7, 2011
Date of Revision 2	October 31, 2011
Date of Revision 3	August 22, 2012

**USAID/Afghanistan**  
**SUM 2 Task Order: Kabul City Initiative EPP-I-00-04-00035-00**  
**Performance Indicator Reference Sheet**  
**Year Three**

Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 03	<i>Number of municipal departments with improved administrative systems (as demonstrated by the production of SOPs/regulations)</i>
FACTS	<i>Number of executive office operations supported with USG assistance)(HR, Finance, Project Management, Revenue Collection, Public Outreach</i>
Type of Indicator	<i>Outcome</i>
<b>DESCRIPTION</b>	
Precise Definition	Administrative systems include internal HR and communication systems, financial systems, project management, or revenue collection.
Unit of Measure	Number of Departments
Disaggregation	N/A
Management Utility	Demonstrates the achievement of the objective of improving the effectiveness and efficiency of city government administration.
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Annual review by COP and DCOP/Technical
Data Source(s)	Observation and interview of municipal officials
Frequency of Data Collection	Annual
Persons Responsible for Data Collection	COP and DCOP/Technical
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is precise number
Known Data Limitations	Covers internal administrative systems only
Actions to Address Data Limitations	N/A
Date of Future DQA	End of Year
Procedures for Future DQA	TBD
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	At the end of the program year, the KCI senior team sits down with Kabul officials to go over the number of manuals developed, systems introduced, and persons trained, and together determines which departments are operating better using the criteria of effectiveness (ability to handle work load), efficiency, accuracy, and when appropriate, customer satisfaction.
Presentation	Short report of the meetings with the “scores” for each department
Review of Data	COP & DCOP/Technical
Reporting of Data	Annual Report
<b>OTHER NOTES</b>	
Baseline	Baseline is zero; 11 in base year
Actual FY12	11

Target FY13	TBD
Location of Data Storage	KCI and KM Offices. Reports go to M&E that input to ARDMIS and retain hard and soft copies.
Other Notes	
<b>ORIGINAL AND REVISION</b>	
Date of Original IRS Preparation	15 December 2010
Date of Revision 1	February 7, 2011
Date of Revision 2	October 31, 2011
Date of Revision 3	August 22, 2012

**USAID/Afghanistan**  
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**Performance Indicator Reference Sheet**  
**Year Three**

Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 04	Number of Kabul Municipality staff trained
FACTS	<i>Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization</i>
Type of Indicator	<i>Output</i>
<b>DESCRIPTION</b>	
Precise Definition	The number of municipal employees who take a training course, workshop or module sponsored or facilitated by KCI.
Unit of Measure	Number of trainees
Disaggregation	Department and Gender (note that the structure of ARDMIS requires input of male and female trainees separately)
Management Utility	This output indicator measures progress towards achieving the outcome of improved systems, the result of training, SOP development, and installation of technology.
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Tally of training registers from the different courses
Data Source(s)	Training Course Managers
Frequency of Data Collection	Collected as training is completed, reported quarterly, summarized annually
Persons Responsible for Data Collection	Training manager ensures that the number of persons trained is correctly recorded. These data are provided to M&E who input the data into ARDMIS.
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	N/A
Actions to Address Data Limitations	
Date of Future DQA	End of Year Sep 2012
Procedures for Future DQA	TBD
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	End of training questionnaire whether the training was useful, relevant and appropriate, understandable, and enjoyable. The participants will also rate the quality of instruction and materials.
Presentation	Tables showing training courses total number of trainees, number coming from each department and gender breakdown
Review of Data	M&E to confirm whether the ARDMIS records and hard copy back-up match. COP & DCOP/Technical to review reports before presentation to USAID.
Reporting of Data	Quarterly

<b>OTHER NOTES</b>	
Baseline	For KCI baseline is 0; 1831 trained in base year
Actual Year 1 (FY11-12)	1924
Target FY13	1500
Location of Data Storage	On-going records kept in ARDMIS. M&E (and Training) will keep hard copies in files.
Other Notes	
<b>ORIGINAL AND REVISION</b>	
Date of Original IRS Preparation	15 Dec 2010
Date of Revision 1	February 7, 2011
Date of Revision 2	October 31, 2011
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**USAID/Afghanistan**  
**SUM 2 Task Order: Kabul City Initiative EPP-I-00-04-00035-00**  
**Performance Indicator Reference Sheet**

**Year Three**

Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 05	Number of Kabul Municipal staff who pass tests verifying they have developed professional skills following completion of ICDL training
Type of Indicator	<i>Output</i>
<b>DESCRIPTION</b>	
Precise Definition	<p>The courseware, testing and certification programs that are going to implemented by KCI are based on the following 7 Modules, focused on basic computer literacy:</p> <p>Module 1 - Concepts of Information-Communication Technology (ICT)</p> <p>Module 2 - Using the Computer &amp; Managing Files</p> <p>Module 3 - Word Processing</p> <p>Module 4 - Spreadsheets</p> <p>Module 5 - Using Databases</p> <p>Module 6 - Presentation</p> <p>Module 7 - Web Browsing and Communication</p> <p>This indicator measures the number of KM Employees who participated in the courses and successfully passed ICDL tests for one or more modules. Two types of certification will be awarded: #1 a Full Certification for passing all 7 modules; and #2 a Mini Certification to those passing 4-6 test modules.</p> <p><b>Numerator:</b> Number of KM employees who have successfully passed ICDL test</p> <p><b>Denominator:</b> Total number of KM employees who have participated in computer literacy training.</p>
Unit of Measure	Number
Disaggregation	Department and Gender
Management Utility	The primary intention in setting up ICDL is to provide high quality courses and testing under an international benchmark that would result in KM employees receiving internationally accepted certification and, as a result, being able to better utilize ICT in carrying out their professional duties.
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	KCI will collect data from the ICDL test centers established within the KM training centers and update them in the ICDL database.
Data Source(s)	See above
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	ICT manager and the data are provided to M&E who input the data into ARDMIS and TraiNet.
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	N/A
Actions to Address Data Limitations	
Date of Future DQA	End of Year



<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	KCI will compare actual performance against targets and baseline data.
Presentation	Table will be disaggregated by Department and Gender
Review of Data	Team Leader and M&E, COP and DCOP/Technical.
Reporting of Data	Quarterly Report
<b>OTHER NOTES</b>	
Baseline	Baseline is zero
Actual FY12	402
Target FY13	300
Location of Data Storage	ARDMIS, M&E files and ICT
<b>ORIGINAL AND REVISION</b>	
Date of Original IRS Preparation	15 Dec 2010
Date of Revision 1	February 7, 2011
Date of Revision 2	October 31, 2011
Date of Revision 3	August 22, 2012

**USAID/Afghanistan**  
**SUM 2 Task Order: Kabul City Initiative EPP-I-00-04-00035-00**  
**Performance Indicator Reference Sheet**  
**Year Three**

Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 06	Number of Kabul Municipal staff in four major departments (Streets, Sanitation, Greenery and Administration) trained who demonstrate improved knowledge and proficiency, as measured by pre and post training testing.
Type of Indicator	<i>Outcome</i>
<b>DESCRIPTION</b>	
Precise Definition	Training staff will administer pre and post training tests to determine increased proficiency as a result of training passing a post training test
Unit of Measure	Number
Disaggregation	Department and Gender
Management Utility	Demonstrates the results of training, development of SOPs, and new systems in terms of human capacity development and organizational effectiveness.
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Post training test results
Data Source(s)	Trainers
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	Training manager and the data are provided to M&E who input the data into ARDMIS.
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Is a precise number
Known Data Limitations	N/A
Actions to Address Data Limitations	
Date of Future DQA	End of Year
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	This indicator measures the number of KM staff that have demonstrated improvements in their job performance
Presentation	A table with the number of employees with improved skills, by gender and by department
Review of Data	COP & DCOP/Technical
Reporting of Data	Quarterly Report
<b>OTHER NOTES</b>	
Baseline	Baseline is zero.
Actual FY12	700
Target FY13	500
Location of Data Storage	M&E will collect and report to ARDMIS & TraiNet, and store data.
<b>ORIGINAL AND REVISION</b>	

Date of Original IRS Preparation	15 Dec 2010
Date of Revision 1	February 7, 2011
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**USAID/Afghanistan**  
**SUM 2 Task Order: Kabul City Initiative EPP-I-00-04-00035-00**  
**Performance Indicator Reference Sheet**  
**Year Three**

Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 07	Number of Town Hall or other public meetings and media events held to increase transparency, increase public participation and to publicize the projects.
FACTS	<i>FACTS: number of local mechanisms supported with USG assistance</i> <i>governmental mechanisms supported with USG assistance for oversight of the executive branch</i>
Type of Indicator	<i>Output</i>
<b>DESCRIPTION</b>	
Precise Definition	This indicator refers to activities conducted by the municipality that were publically announced, conducted and provided the opportunity for citizens to ask questions or state their views on municipal services and project design. These can be general or specifically targeted to special groups like women or youth.
Unit of Measure	Number
Disaggregation	N/A
Management Utility	Demonstrates that the city is becoming more transparent, accountable and participatory.
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Meetings and Reports
Data Source(s)	KM
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	Communication and outreach team and the data are provided to M&E who input it into ARDMIS
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	Allowing for citizen participation requires attending a sample of such meetings to gauge the relationship between citizen and officials
Actions to Address Data Limitations	Attending a sample of such meetings
Date of Future DQA	End of Year
Procedures for Future DQA	TBD
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	This indicator only measures coordination meetings that occur. Actual attendance will be qualitatively reported for transactional analysis between citizens, officials and donors attending.
Presentation	Presented in report as a number, list of topics and qualitative assessment
Review of Data	COP & DCOP/Technical
Reporting of Data	Quarterly Report

<b>OTHER NOTES</b>	
Baseline	Baseline is zero
Actual FY12	99
Target FY13	48
Location of Data Storage	ARDMIS, M&E and Communication and outreach team files.
Other Notes	Major media events reported in Weekly Summary
<b>ORIGINAL AND REVISION</b>	
Date of Original IRS Preparation	15 Dec 2010
Date of Revision 1	February 7, 2011
Date of Revision 2	October 31, 2011
Date of Revision 3	August 22, 2012

**USAID/Afghanistan**  
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**Performance Indicator Reference Sheet**

**Year Three**

Strategic Objective	<i>AOI: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 1: Capacity Building of Kabul City Officials</i>
Indicator 08	<i>Increase in Women and youth participation in government decision making</i>
Type of Indicator	<i>Outcome</i>
<b>DESCRIPTION</b>	
Precise Definition	Indicator refers to the number of women and youth who participate in government decision making as determined by meeting and event registration.
Unit of Measure	Number
Disaggregation	N/A
Management Utility	Demonstrates proactive engagement with citizenry to participate in governance by providing information on attendance
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Count of the number of women and youth who attend City events or meetings
Data Source(s)	Meeting attendance sheets
Disaggregation	By Youth and Women
Frequency of Data Collection	Annually
Persons Responsible for Data Collection	M&E
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is number who participated
Known Data Limitations	
Actions to Address Data Limitations	
Date of Future DQA	End of Year
Procedures for Future DQA	TBD
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	Attendance sheets
Presentation	
Review of Data	COP & DCOP/Technical
Reporting of Data	Annual
<b>OTHER NOTES</b>	
Baseline	Baseline is 0 Actual in base year is 5,000
Actual FY12	19,940
Target FY13	10% increase
Location of Data Storage	ARDMIS and M&E files
Other Notes	
<b>ORIGINAL AND REVISION</b>	
Date of Original IRS Preparation	15 Dec 2010
Date of Revision 1	February 7, 2011

Date of Revision 2	October 31, 2011
Date of Revision 3	August 22, 2012

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**Performance Indicator Reference Sheet**  
**Year Three**

Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 2: Support Kabul City to Provide Responsive, Effective, and Visible Service Delivery Programs</i>
Indicator 09	Percentage increase in respondents with access to municipal services
Type of Indicator	<i>Impact</i>
<b>DESCRIPTION</b>	
Precise Definition	Two questions on each of three services are asked on the annual survey regarding access to municipal services
Unit of Measure	Percentage increase
Disaggregation	District and Project
Management Utility	Provides an estimate of the coverage of KCI in terms of improving quality of life
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Percentage increase in respondents with access to municipal service as self-reported in survey. Questions #7 (“We’d like to know how you dispose of your household trash? I am going to read a list of ways you might dispose of your trash and then ask you which of these you usually do”); # 12 (“How often does the city collect the trash from your neighborhood?”); #20a (“The condition of drainage ditches near your home” and c (ditch cleaning services”); #21 (What kind of road do you have outside your home?”); # 22 (“How would you rate the condition of the road outside your home?”); # 31 (“Are there any green areas/parks within a 20 minute walk of your home?”)’ and #32 (Quality of the parks closest to you)
Data Source(s)	Annual Survey
Frequency of Data Collection	Annual
Persons Responsible for Data Collection	M&E
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Jan 2011
Known Data Limitations	
Actions to Address Data Limitations	
Date of Future DQA	End of Year
Procedures for Future DQA	
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	Performed by NRC – survey subcontractor and results reported to KCI
Presentation	NRC to KCI – Annual Survey Report
Review of Data	COP & DCOP/Technical
Reporting of Data	Annual Survey



<b>OTHER NOTES</b>	
Baseline	Baseline is 33%, 31%, 55%, 75%, 37%, 7%, 42%
Actual FY12	3% increase
Target FY 13	3% increase
Location of Data Storage	ARDMIS, with hard copy storage in M&E indicator files
Other Notes	
<b>ORIGINAL AND REVISION</b>	
Date of Original IRS Preparation	15 December 2010
Date of Revision 1	February 7, 2011
Date of Revision 2	October 31, 2011
Date of Revision 3	August 22, 2012

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**Performance Indicator Reference Sheet**  
**Year Three**

Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 2: Support Kabul City to Provide Responsive, Effective, and Visible Service Delivery Programs</i>
Indicator 10	<i>Number of infrastructure/service delivery projects implemented with KCI funding.</i>
Type of Indicator	<i>Output</i>
<b>DESCRIPTION</b>	
Precise Definition	Indicator counts the number of projects implemented by KCI and Kabul City government using KCI funding. Indicator fulfilled upon completion of the project.
Unit of Measure	Number
Disaggregation	N/A
Management Utility	Provides the mechanisms for improving the quality of life of Kabul residents and improving the credibility and visibility of city government.
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Review of reports on these activities
Data Source(s)	Project reports entered into ARDMIS
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	Team Leaders for each project provide reports to M&E for input into ARDMIS
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	N/A
Actions to Address Data Limitations	
Date of Future DQA	End of Year
Procedures for Future DQA	All projects prioritized by Mayor with COP
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	M&E track and collect completed project data and report
Presentation	In quarterly report with photos
Review of Data	COP, DCOP/Technical & DCOP/Admin
Reporting of Data	Quarterly Report
<b>OTHER NOTES</b>	
Baseline	Baseline is zero. Base Year actual is 53
Actual FY12	42
Target FY13	25
Location of Data Storage	KCI files
Other Notes	FY12 target reflects the 75% reduction in available funds.
<b>ORIGINAL AND REVISION</b>	
Date of Original IRS Preparation	15 Dec 2010
Date of Revision 1	February 7, 2011

Date of Revision 2	October 31, 2011
Date of Revision	August 22, 2012

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**Performance Indicator Reference Sheet**  
**Year Three**

Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 2: Support Kabul City to Provide Responsive, Effective, and Visible Service Delivery Programs</i>
Indicator 11	<i>Number of public awareness and educational campaigns conducted on service delivery and planning initiatives (FACTS: Number of local mechanisms supported with USG assistance for citizens to engage their sub-national government)</i>
Type of Indicator	<i>Output</i>
<b>DESCRIPTION</b>	
Precise Definition	Indicator counts the number of public awareness campaigns implemented by KCI and Kabul City government with KCI funding. Indicator fulfilled upon completion of the event.
Unit of Measure	Number
Disaggregation	N/A
Management Utility	Provides the mechanisms for improving the quality of life of Kabul residents and improving the credibility and visibility of city government
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Review of reports on these activities.
Data Source(s)	Project reports entered into ARDMIS.
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	Team Leaders for each project provide reports to M&E for input into ARDMIS
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	N/A
Actions to Address Data Limitations	
Date of Future DQA	End of Year
Procedures for Future DQA	TBD
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	CLIN-1 & M&E report events weekly to COP, DCOP/Technical & DCOP/Admin
Presentation	In quarterly report with photos
Review of Data	COP, DCOP/Technical
Reporting of Data	Quarterly Report
<b>OTHER NOTES</b>	
Baseline	Baseline is zero. Actual for FY10-11 is 1.
Actual FY12	16
Target FY13	4
Location of Data Storage	KCI
Other Notes	

<b>ORIGINAL AND REVISION</b>	
Date of Original IRS Preparation	15 Dec 2010
Date of Revision 1	February 7, 2011
Date of Revision 2	October 31, 2011
Date of Revision 3	August 22, 2012

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**Performance Indicator Reference Sheet**  
**Year Three**

Strategic Objective	<i>AO1: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 3: Support to Kabul City Officials to Increase Revenue Collection and Improve Financial Accountability and Transparency</i>
Indicator 12	Number of cooperation/coordination meetings facilitated/held between Kabul Municipality and donors.
Type of Indicator	<i>Output</i>
<b>DESCRIPTION</b>	
Precise Definition	This indicator is a direct measure of the number of cooperation/coordination meetings held between KM and donors as a result of KCI intervention and/or involvement.
Unit of Measure	Number
Disaggregation	N/A
Management Utility	This indicator measures the number of coordination meetings held between KM and donors. At the result of these meetings a number of cooperative events and agreements between KM and donors will take place and many infrastructure/service delivery projects will be implemented at Kabul city.
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Monthly or Quarterly Progress report. Copies of meetings minutes and copies of agendas will be provided as supporting documents.
Data Source(s)	QPRs and other ad-hoc reports
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	DCOP/Technical
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	
Actions to Address Data Limitations	
Date of Future DQA	End of Year
Procedures for Future DQA	TBD
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	CLIN 1 & M&E compile data and report to DCOP/Technical
Presentation	Text in report
Review of Data	COP, DCOP/Technical & DCOP/Admin
Reporting of Data	Quarterly

<b>OTHER NOTES</b>	
Baseline	Baseline is zero.
Actual FY12	32
Target FY13	30
Location of Data Storage	Copies of reports on file with M&E
Other Notes	
<b>ORIGINAL AND REVISION</b>	
Date of Original IRS Preparation	October 31, 2011
Date of Revision 1	
Date of Revision 2	
Date of Revision 3	August 22, 2012

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Strategic Objective	<i>AOI: Improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: Strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: Sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 3: Support to Kabul City Officials to Increase Revenue Collection and Improve Financial Accountability and Transparency</i>
Indicator 13	<i>Increase of Safay'i records characterized in the <b>computerized</b> property tax database.</i>
Type of Indicator	<i>Output</i>
<b>DESCRIPTION</b>	
Precise Definition	Indicator measures the increase in the number of <i>Safay'i records</i> that have been added to the property tax database.
Unit of Measure	Number
Disaggregation	NA
Management Utility	This serves as the basis for increased tax collections and improved revenue projections.
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Output report from database
Data Source(s)	Database
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	Property department provides reports to Team Leader Revenue Collection (CLIN 3), information goes to M&E for input into ARDMIS
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is precise, meaning it reflects an exact number
Known Data Limitations	Availability and validity of records
Actions to Address Data Limitations	Some sampling may be done for confirmation purposes
Date of Future DQA	End of Year
Procedures for Future DQA	TBD
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	The database will provide the basis upon which to make projections for revenue projections, based on location, value, occupancy, and condition.
Presentation	Number in PMP report
Review of Data	COP, DCOP/Technical
Reporting of Data	Quarterly
<b>OTHER NOTES</b>	
Baseline	Baseline is zero. Bas year is 10,175
Target FY12	31,000 Safiy'i records computerized
Target FY13	16,000
Location of Data Storage	
Other Notes	
<b>ORIGINAL AND REVISION</b>	
Date of Original IRS Preparation	15 December 2010
Date of Revision 1	February 7, 2011



Date of Revision 2	October 31, 2011
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**Performance Indicator Reference Sheet**  
**Year Three**

Strategic Objective	<i>AO1: improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 3: Support to Kabul City Officials to Increase Revenue Collection and Improve Financial Accountability and Transparency</i>
Indicator 14	<i>Percentage increase in municipal revenue</i>
FACTS	<i>Note that the FACTS indicator counts the number of sub-national units receiving assistance to raise OSR, not the level of OSR itself</i>
Type of Indicator	<i>Outcome</i>
<b>DESCRIPTION</b>	
Precise Definition	Indicator measures the volume of revenues generated as a result of improved systems. It is, in fact, the increase in revenues generated by new systems. However, because of grants and other transfers, OSR as a percentage of total revenues may not reflect actual results of programming.
Unit of Measure	Afghanis
Disaggregation	Source
Management Utility	Demonstrates the results in real terms of improvement in revenue collection systems
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Examination of municipal records
Data Source(s)	Municipal records
Frequency of Data Collection	Annual
Persons Responsible for Data Collection	Team Leader, Revenue Collection
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is precise
Known Data Limitations	Accuracy of current revenue data is questionable and will be examined as a first step in programming. Systems development geared towards more transparent and accurate accounting and record keeping.
Actions to Address Data Limitations	See above
Date of Future DQA	
Procedures for Future DQA	
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	Data will be disaggregated by source and compared to projections.
Presentation	Table
Review of Data	COP
Reporting of Data	Annual
<b>OTHER NOTES</b>	
Baseline	\$27 Million
Actual FY12	\$67 Million Increase by 148% Increase

Target FY13	5% Increase \$70.35 Million
Location of Data Storage	
Other Notes	
ORIGINAL AND REVISION	
Date of Original IRS Preparation	8/26/2012
Date of Revision 1	N/A
Date of Revision 2	N/A

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Strategic Objective	<i>AO1: improved performance and accountability of governance</i>
Intermediate Result	<i>IR 1.3: strengthened governance and service delivery at national and sub-national levels</i>
Sub-Intermediate Result	<i>Sub-IR 1.3.3: sub-national government made more operational, visible, and participatory</i>
CLIN	<i>CLIN 3: Support to Kabul City Officials to Increase Revenue Collection and Improve Financial Accountability and Transparency</i>
Indicator 15	<i>Number of new, potential revenue sources identified and introduced</i>
FACTS	
Type of Indicator	<i>Output</i>
<b>DESCRIPTION</b>	
Precise Definition	This indicator refers to the number of new revenue sources introduced to the Kabul Municipality to expand KM's revenue base. New revenue sources have been identified through the development of a three year revenue improvement plan based on a comprehensive legal and financial review of revenue and revenue options.
Unit of Measure	Total Amount
Disaggregation	N/A
Management Utility	Demonstrates the number of reports presented or written on new revenue sources for the Kabul Municipality
<b>PLAN FOR DATA ACQUISITION</b>	
Data Collection Method	Reports or Presentations
Data Source(s)	Municipal Reports
Frequency of Data Collection	Quarterly
Persons Responsible for Data Collection	DCOP and COP
<b>DATA QUALITY ISSUES</b>	
Date of Initial DQA	Indicator is precise
Known Data Limitations	N/A
Actions to Address Data Limitations	N/A
Date of Future DQA	2/1/2013
Procedures for Future DQA	N/A
<b>PLAN FOR ANALYSIS, REVIEW AND REPORTING</b>	
Data Analysis	Data will be disaggregated by table
Presentation	Table
Review of Data	COP
Reporting of Data	Quarterly
<b>OTHER NOTES</b>	
Baseline	0
Actual FY12	0
Target FY13	8

Location of Data Storage	ARDMIS
Other Notes	This is a new indicator.
ORIGINAL AND REVISION	
Date of Original IRS Preparation	8/26/2012
Date of Revision 1	N/A
Date of Revision 2	N/A

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